



***NEW MEXICO
CHILDREN, YOUTH AND
FAMILIES
DEPARTMENT (CYFD)
2018
ANNUAL PROGRESS AND
SERVICES REPORT (APSR)***

SEPTEMBER 26, 2018

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I. General information

A. State Agency Administering the Program

The Protective Services Division (PSD) is one of three service areas that make up the New Mexico Children, Youth and Families Department (CYFD), along with Early Childhood Services, Juvenile Justice Service and Behavioral Health Services.

CYFD Administrative Services supports all the service areas and includes Budget & Revenue, Financial Management, Employee Support Services, and Information Technology Services. The Office of the Cabinet Secretary includes the General Counsel's Office, the Inspector General's Office, the Constituent Affairs Director, the Native American Liaison, and the Director of Legislative and Community Affairs.

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, NMSA 1978 Section 32A-4 et. seq., to receive and investigate reports of children in need of protection from abuse and 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 provide permanency for those children as quickly and 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 the PSD director. *(See organizational chart in Section D below)*

New Mexico's APSR, CFSP and CAPTA plans are posted on the CYFD website: <http://cyfd.org/about-cyfd/publications-reports>. The current contact is Cynthia Chavers (cynthia.chavers@state.nm.us) at 505-467-9274.

B. Vision and Mission Statement

Over the past two years, the mission and vision have changed to support the Children, Youth and Family Department's (CYFD) strategic plan. The CYFD mission statement is to "improve the quality of life for our children." The vision statement is to "make New Mexico the best place to be a kid." In addition to the mission and vision statement, the strategic plan outlines five operating principles and five strategic planks.

CYFD Operating Principles:

- Be kind, respectful and responsive
- Be child/youth centric
- Create a culture of accountability and support
- Simplify: Do fewer things that produce results
- It's all about the quality of workers

CYFD Strategic Planks:

- Shore up our core functions
- Prevention
- Financial controls
- Behavioral health and program support strategically enveloped in all programs
- Community engagement and improved communication with law enforcement

C. Stakeholder Collaboration

In April and May 2015, New Mexico underwent round three of the Child and Family Service Review (CFSR). As a part of the CFSR, stakeholder interviews were held in Bernalillo, Dona Ana and Chaves counties to assess functioning of the seven systemic factors. Stakeholders who participated in those interviews included service providers, children court attorneys, respondent attorneys, guardian ad litem, judges, court personnel, youth, PSD field supervisors, PSD field workers, foster parents, birth parents, training partners, CYFD licensing and certification staff, and executive management. Stakeholder meetings were held with tribal and pueblo partners completed in April 2015 as part of the annual Tribal IV-B Meeting.

Courts and Children’s Court Improvement Commission:

PSD is represented on the State’s Children’s Court Improvement Commission (CCIC) and many of the CCIC’s work groups, including the advisory groups for the CCIC training and data grants and new work groups on parent representation, education, and quality of representation and hearings. PSD initiatives which involve the court and court processes are discussed at CCIC meetings, and the division’s input is sought into CCIC initiatives. PSD has worked with the Children’s Law Center at the University Of New Mexico School Of Law, the sub-grantee on the CCIC training grant, and the New Mexico Administrative Office of the Courts (AOC) to use Title IV-E funds to support training for judges, attorneys, Court Appointed Special Advocate (CASA) volunteers, and court staff. PSD is represented on the Advisory Committee for the Children’s Law Center and is a sponsoring partner in the annual cross-training presented through the training grant. PSD, Children’s Law Center and AOC expanded Title IV-E support to offer training for judges and court-appointed attorneys, including training on maltreatment, trauma and the social and emotional well-being of children who have been abused or neglected.

PSD representatives participate on the Children’s Justice Act Advisory Group (CJAAG), which ensures consultation and coordination in terms of the expenditure of Children’s Justice Act funds to support the investigation and prosecution of child abuse and services to mitigate the trauma to the child victim. Other CJAAG members include judges, attorneys, law enforcement, service providers and advocates.

2018 APSR Update:

PSD continues to be represented and actively participate in the CCIC. PSD is providing both data and qualitative information to the Court Improvement Project (CIP) for the project’s updated strategic plan due to be submitted at the end of July 2018. PSD and the CIP have been partnering to collect and analyze the data related to delays to permanency, including evaluation of outcome data collected by CYFD, quality assurance case review data, and court data. In addition the committee has collected information from stakeholders through focus groups around the state and survey. In addition the CIP is working with PSD to identify and pilot promising practice initiatives. PSD continues to partner with the CIP to provided mandatory training for new judges and attorneys working in the child welfare system.

Tribal Collaboration:

PSD has been 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. PSD utilizes the CYFD Native American Liaison and different tribal and state meetings such as the Title IV-B Tribal meeting to further collaboration. Tribal input on the CFSP was obtained through the April and May 2014 stakeholder meetings and through the Title IV-B Tribal meeting that occurred in April 2014. Below is a list of tribal partners invited to the stakeholder meetings:

<i>Tribe or Pueblo</i>	<i>Tribe or Pueblo Representative</i>
<i>Pueblo of Acoma</i>	<i>Governor Fred S. Vallo, Sr, Donalyn Sarracino, Sharon Young</i>
<i>Pueblo of Cochiti</i>	<i>Governor Joseph H. Suina</i>
<i>Pueblo of Isleta</i>	<i>Governor E. Paul Torres, Caroline Dartez</i>
<i>Pueblo of Jemez</i>	<i>Governor Joshua Madalena, Carla Sandia, Hennetta A. Gachupin</i>

<i>Pueblo of Laguna</i>	<i>Governor Richard B. Luarkie, Marie Alarid</i>
<i>Pueblo of Nambe</i>	<i>Governor Phillip A. Perez, Venus Mongofeds</i>
<i>Ohkay Owingeh</i>	<i>Governor Marcelino Aquino, Rodelle Thompson</i>
<i>Pueblo of Picuris</i>	<i>Governor Richard Mermojo</i>
<i>Pueblo of Pojoaque</i>	<i>Governor George Rivera</i>
<i>Pueblo of San Felipe</i>	<i>Governor Joseph E. Sandoval, Darlene J. Valencia</i>
<i>Pueblo of San Ildefonso</i>	<i>Governor Terry L. Aguilar, Sharon Serrano, Julie Sanchez</i>
<i>Pueblo of Sandia</i>	<i>Governor Stuart Paisano, Randall Berner, Kimberly Lorenzini</i>
<i>Pueblo of Santa Ana</i>	<i>Governor George M. Montoya, Nathan Tsosie</i>
<i>Pueblo of Santa Clara</i>	<i>Governor J. Michael Chavarria, Jacque Wright, Julie Bird, Terri Chavarria</i>
<i>Pueblo of Santo Domingo</i>	<i>Governor Oscar K. Lovato, Tori Garnat</i>
<i>Pueblo of Taos</i>	<i>Governor Clyde M. Romero, Ezra Bayles, Helena Concha</i>
<i>Pueblo of Tesuque</i>	<i>Governor Robert Mora, Sr., Jeannette Jagles</i>
<i>Pueblo of Zia</i>	<i>Governor David Pino, Victoria Herrera</i>
<i>Pueblo of Zuni</i>	<i>Governor Arlen P. Quetawki, Sr., Betty Nez, Marla Fastwolf</i>
<i>Jicarilla Apache Nation</i>	<i>President Ty Vicenti, Hilda Petago, Karen Keating, Susan Thompson, Rubesan Sandoval, Olivia Nelson, Violet Garcia</i>
<i>Mescalero Apache Tribe</i>	<i>President Danny Breuninger, Sr.</i>
<i>Navajo Nation</i>	<i>President Ben Shelly, Regina Yazzie, Irene Eldridge, Michele Jones</i>
<i>Navajo Nation Council</i>	<i>Johnny Naize</i>
<i>All Pueblo Council of Governors</i>	<i>Chairman Terry L. Aguilar (San Ildefonso Pueblo) and Secretary Vincent Toya, Sr. (Jemez Pueblo)</i>
<i>Five Sandoval Indian Pueblos</i>	<i>Director James Roger Madalena</i>
<i>Eight Northern Indian Pueblos Council</i>	<i>Executive Director Gil L. Vigil</i>
<i>Ramah Navajo</i>	<i>Vera Beaver, Loretta Martinez, Jemlisa Raplult</i>
<i>Southern Ute</i>	<i>Ann Hale</i>

PSD utilized the information to identify systemic factor strengths and challenges, and the identification of goals for the Plan for Improvement. Over the next five years, PSD plans to hold stakeholder meetings to obtain ongoing feedback and assist in identifying strengths, challenges and progress towards goals.

PSD will share the CFSP with tribal partners through the Native American Liaison and tribal contacts – tribal governors or presidents. PSD will request a copy of each tribe or pueblos’ CFSP through their governor or president and through PSD Native American liaison.

2018 APSR Update:

PSD continues to honor and build the relationships with the tribal and pueblos communities throughout NM. The Federal Reporting Bureau Chief, Cynthia Chavers, has also been designated to be the Tribal Liaison. In this role, Ms. Chavers represents CYFD/PSD in several workgroups and consortiums, including: the NM Tribal ICWA Consortium, the Tribal-State Judicial Consortium, and the NM Partners Group facilitated by the Casey Foundation. Ms. Chavers also serves as a consultant to field staff on ICWA cases and to the Professional Development Bureau on training needs of the agency.

PSD works in these groups to address general concerns of the tribes; to increase the communication and collaboration between the state child welfare agency and the tribes; to ensure that best practices are widely known and accepted by field staff; to consult on cases when tribes request assistance in working with PS field staff; to provide training, education, and resources to CYFD’s tribal partners; and to continue to advocate for ICWA to be considered the “gold standard” in child welfare practice in NM.

PSD collaborated with the NM Tribal ICWA Consortium (NMTIC) to present at the largest child welfare conference in the state, the NM Children’s Law Institute. The presenters were NMTIC President, Donalynn Sarracino (Pueblo of Acoma); NMTIC Vice-President, Jacqueline Yalch (Pueblo of Isleta); and Cynthia Chavers, Federal Reporting Bureau Chief CYFD. The title of the presentation was “Using ICWA as a Tool in Tribal/State Collaboration.” This presentation was received very well by the audience, which was made up of caseworkers, administrators, attorneys and judges who work in child welfare. One audience evaluation stated it was the “best ICWA training (the participant) ever attended.”

CYFD leadership also has the pleasure of participating in the NM Partners groups facilitated by the Casey Foundation. The NM Partners have been meeting quarterly since 2015. The group is comprised of representation from the NMTIC, the Tribal-State Judicial Consortium, CYFD, the Administrative Office of the Courts, and the NM CASA program. This group's stated intent is: "A coming together of minds & partners in the State of New Mexico to dialogue on Indian Child Welfare & promote collaboration and communication for better outcomes for American Indian and Alaska Native children and families." The NM Partners conducted a strategic planning session in May of 2018 and devised five consensus vision statements:

- 1) ICWA specialized court and unit is the gold standard of legal and social work in NM
- 2) Quality, relevant data of Native American children is standardized and consistently collected and used to support meaningful practice, decision-making and resource allocation.
- 3) Every level of leadership recognizes the value of collaboration to build trust and transparency to support better outcomes for kids.
- 4) Consistent, culturally-informed and safety-focused practices are NM's (ICWA) gold standard in legal and social work.
- 5) Cross agency training is built through consensus engagement a comprehensively builds ICWA skills, knowledge and attitudes to support best practices.

These five statements are now the goals that CYFD/PSD will collaborate to achieve with the NM Partners.

As the Bureau Chief over the IV-E/Medicaid Unit, Ms. Chavers is responsible for the maintenance of any existing, and the creation of any new, Joint Powers Agreements or Intergovernmental Agreements between CYFD and the tribes. In addition, the IV-E unit has designated one Eligibility Determination Specialist, Justin Hunter, to serve as the liaison to the tribes requiring IV-E reimbursement for foster families who have been licensed by the tribe or pueblo.

PSD provided technical assistance to several tribes who have requested an update to their existing JPA or would like to create a new JPA. This includes meetings throughout 2017 and 2018 with Mescalero Apache, Ramah Navajo, Jicarilla Apache, Nambe Pueblo, Pojoaque Pueblo, and Navajo Nation. PSD and the Navajo Nation have been in negotiations to update the current IGA since 2017, with hopes to have a new IGA in place by the Fall of 2018. The IGA has been completely revised through in-person drafting meetings between the Navajo Nation General Counsel, ICWA program staff management, CYFD General Counsel, the CYFD/Office of the Secretary Tribal Liaison, the PSD Tribal Liaison, and PS general management. We are excited to continue our important collaboration with the Navajo Nation, who is the tribe with the largest population of enrolled tribal members in CYFD care.

PSD also continues to provide notification of any child welfare trainings to the tribes and pueblos through an email list serve. PSD offers basic training for all new tribal social services workers through the PSD Foundations of Practice training. PSD registers and arranges for all new tribal employees who wish to attend this training. In addition, PSD notifies the tribes and pueblos of the SAFE home study trainings that are coordinated by CYFD, and covers tuition cost when monies are available.

Youth:

PSD supports and is actively involved with Leaders Uniting Voices, Youth Advocates of New Mexico (LUVYANM), an organization of foster care youth and foster care alumni. Members of LUVYANM plan the annual Independent Living Conference, identifying topics for workshops and speakers, developing the theme, and the overall process of conference activities. Youth are also involved in planning and participating in the annual Children's Law Institute. PSD collaborates with LUVYANM to improve outcomes for older children in care, focusing most recently on sibling rights, particularly in the areas of visitation and preserving connections post adoption.

2018 APSR Update:

PSD continues to work closely with youth leaders to ensure youth driven initiatives are implemented. PSD finalized the Grievance policy for foster children and foster youth. The public hearing for the proposed rule

changes to the NM Administrative Code takes place on June 14, 2018. PSD and Leaders Uniting Voices Youth Advocates of New Mexico (LUVYANM) continue to revise the Grievance Procedure together. PSD will work closely with LUVYANM to roll out the grievance policy and procedure to ensure its effectiveness.

LUVYANM wanted an Ombudsman to oversee the neutral three person panel who reviews grievances. They wanted the Ombudsman to be neutral and not housed in the field or in Youth Services. PSD obtained a position for the Ombudsman who will oversee the Grievance procedure etc. PSD conducted a survey and a focus group on how to help youth in foster care develop and maintain connections with natural supports. PSD also held many focus groups with LUVYANM that include: how to effectively work with youth on life skill development, identification of the life skills youth are interested in, how to conduct home visits effectively and what PSD workers need to look for or ask in order to accurately assess if something is wrong, improving sibling connections, and which activities would be best for siblings at sibling camp.

During the 2018 Children's Law Institute, LUVYANM youth coordinated a session entitled, "The Face of Homelessness". The purpose of this workshop was to describe what it means to be homeless for foster youth. . This workshop composed of a youth panel with time for questions and answers. LUVYANM members stood as the face of homelessness; the audience had the opportunity to hear from these youth about their experiences, barriers they faced, and the effects of being homeless. Youth took their audience on a journey of their life store detailing what lead them to become homeless. This journey provided the audience with a chance to see things through a youth's eyes as they shared some of their most difficult times as some felt forced to run away and there was a lack of homes to house them. LUVYANM shared their past, where they are now in their life, and what helped them. Lastly, the presenters shared some statistics on homelessness and resources for housing in regards to foster youth. The hope is to be more aware of youth homelessness and to prevent this from taking place. During the 2017 Foster Parent Conference LUVYANM presented at a workshop about the importance of Sibling and Relative Connections and how to maintain them.

For further reading on youth involvement see Section VI, Chafee Foster Care Independence Program (CFCIP) below.

Foster and Adoptive Parents:

PSD provides support foster and adoptive parents through hosting two annual conferences as well as other efforts detailed below.

2018 APSR Update:

PSD completed the second year of a multi-year contract with La Familia-Namaste Inc. called Project Revive: Emotional First Aid for Foster Parents to provide additional supports to foster parents statewide. Activities included grief and loss training for foster parents. Unfortunately the services were not fully maximized by participants. PSD and the statewide entity mutually agreed to end the contractual agreement. PSD will utilize the funding to provide foster parent which will include professional training and child care.

In September of 2017, PSD partnered with NMSU, La Familia-Namaste, Inc., and foster and adoptive parents to hold the annual foster and adoptive parent conferences. The theme of the conference was "Keeping Siblings Together and Relative Connections". The Capacity Building Center for States (CBCS) provided support for the conference as part of the work plan. Chauncey Strong, CBCS Consultant served as the opening keynote speaker and conducted several workshops. These workshops were also presented in Spanish for foster parents.

Protective Services held regional town hall meetings hosted by PSD regional managers. Each regional manager presented data to foster parents in their region on the CFSR and PIP initiatives, as well as updates from their regions. There was also a question and answer session for foster parents.

PSD continues to provide post-decree support services for adoptive families through the Fiesta Program, which is contracted through La Familia-Namaste, Inc. These services will be discussed in the Service Description section.

Schools:

On December 6, 2012, the New Mexico Supreme Court ordered the establishment of a joint task force on education. The task force has submitted recommendations to the Governor, the Supreme Court Chief Justice, and the Secretaries of CYFD and the Public Education Department related to the challenges and barriers to address the educational needs of children and youth in the child welfare system. The task force will target specific educational outcomes that require improvement, identify and implement solutions, develop a cross training plan and implement a data system to be shared between child welfare, education and the judicial system.

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

PSD has worked with the Public Education Department and the Department of Health Office of School Health to develop and disseminate an e-learning for school personnel on detecting and reporting child abuse and neglect.

2018 APSR Update:

PSD continues to collaborate with Foster Ed, the CCIC and Albuquerque Public Schools the implementation of the Every Student Succeeds Act (ESSA). This is an ongoing process and that will continue through the remainder of 2018 and into 2019.

Service Providers and Community Partners:

Community PSSF 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 trainings and other events on a regular basis.

PSD initiated a workgroup to develop standards, policies and procedures related to the mental health of infants. The group is reviewing current policies and procedures specifically related to children age three and under and will make recommendations that address the needs of this population. This group will utilize the information obtained from two pilot projects in the state targeting infant mental health. These projects have developed teams in the community and courts that target infants and strategically work with parents to improve well-being and establish permanency for infants.

PSD has collaborated with state and local law enforcement entities over the past several years to provide training in response to regulatory and practice changes. In the spring of 2013 an interdisciplinary forum was held on the use of multidisciplinary teams in all jurisdictions in the state. As a result of this forum many counties have started Multi-Disciplinary Teams, which will provide ongoing collaboration.

2018 APSR Update:

Community PSSF providers across the state remain contracted as mentioned above. Providers continue to meet with PSD staff for technical assistance, trainings and events. PSD staff provide technical assistance and training during each site visit. Site visits are scheduled from March to June of each year.

Over the last four years, CYFD has evaluated the effectiveness of its programs and initiatives to promote safe and stable families. Through data analysis, meeting with stakeholders, including CYFD field staff, community providers, families, and other governmental agencies, CYFD recognized the deficiencies in the current Family Support Services (FSS), Family Preservation Services (FPS), and Time Limited Reunification (TLR) program design. Many of the deficiencies are related to the strict guidelines and eligibility criteria for each program, such as disallowing families to enroll in FSS/FPS when a child is placed in out of home care.

Additionally, the FSS, FPS, and TLR programs were contracted to community based agencies through separate procurement processes. This limited the ability of agencies to be awarded all three programs if they were unable to hire licensed master's social workers to mirror CYFD's staffing requirements for In-Home Services. In addition, the rural communities in NM have a limited ability to hire qualified staff and meet the expectations of each contract, individually, as each contract requires a certain number of families to be served each year.

Furthermore, high-needs families in NM often need extended support services to maintain stability. CYFD recognizes that family circumstances and needs fluctuate, requiring flexible programming to meet each family's unique needs. CYFD recognizes that consolidating this process will better meet the needs of families, especially in rural areas. (See *more information in Section IV – Services under Promoting Safe and Stable Families Program.*)

The Domestic Violence Unit Manager continues to hold stakeholder meetings with contracted Domestic Violence agencies as part of the Unit's site visit schedule. The meetings are held at the PSD county offices and include the county office manager and staff, and other relevant services providers. Discussion includes improvement in working relationships, improved communication and information sharing, gaps in services, cross training opportunities, and discussion warm hand-off strategy that PSD is implementing as part of the Program Improvement Plan.

Foster and Adoptions Bureau (FAB) continues to strengthen the relationship between Licensing and Certification Authority (LCA). FAB and LAC continue to facilitate quarterly meetings the Child Placement Agencies to continue the support and expectations of ESSA, reasonable and prudent parent standards, training and ongoing efforts to maintain sibling placements and relative connections. PSD continued to offer consultation through the Capacity Building Center for States at these meetings to promote the value of sibling and relative connections.

Throughout 2018, the Foster and Adoptions Bureau offered technical assistance and trainings to private adoption agencies, treatment foster care providers, and community homes ensuring each agency follows New Mexico Child Placement Agency Regulations.

A Foster and Adoptions Bureau representative continues to meet with the Adoption and Foster Care Alliance of New Mexico. This membership allows the representatives of the Alliance and FAB to discuss regulations and any new guidelines that may affect the field of adoptions in New Mexico. The collaboration is expected to continue.

The Immigration Liaison within the Foster and Adoptive Bureau continues to partner with the Mexican Consulate by educating the consulate about New Mexico child abuse and neglect laws and the Protective Services Division. The PSD immigration liaison continues to assist and facilitate staff in applying for adjusted status for children in care. The immigration liaison provides advocacy through work with Homeland Security, Desarrollo Integral Familiar (DIF) in Mexico, the Mexican Consulate and PSD staff to reunify children with birth parents or relatives. PSD has built a strong partnership with the Mexican Consulates in New Mexico and Texas. The Immigration liaison has successfully worked with other Consulates such as the Consulate of Guatemala. The Immigration liaison also assists in translations and interpretations for workers in the field, CYFD and PSD Constituent managers, Spanish documents from other countries, Spanish letters or e-mails sent to foster or adoptive families related to payments and reviews any CYFD or PSD material publically advertised (i.e. Heart Gallery and Pull Together).

The Foster and Adoptions Bureau continues to work with Pegasus, New Mexico Voices for Children, Aging and Long Term Services and the NM Human Services Department in continuation of the task force to address issues grandparents in New Mexico face in raising grandchildren. The task force provided recommendations to the New Mexico Legislative Finance Committee (LFC) and the Legislative Health and Human Services Committee (LHHSC). The New Mexico house and senate reauthorized the task force through a joint memorial to continue working on issues faced by grandparents raising grandchildren through 2018. The task force continues to meet monthly and the work is ongoing.

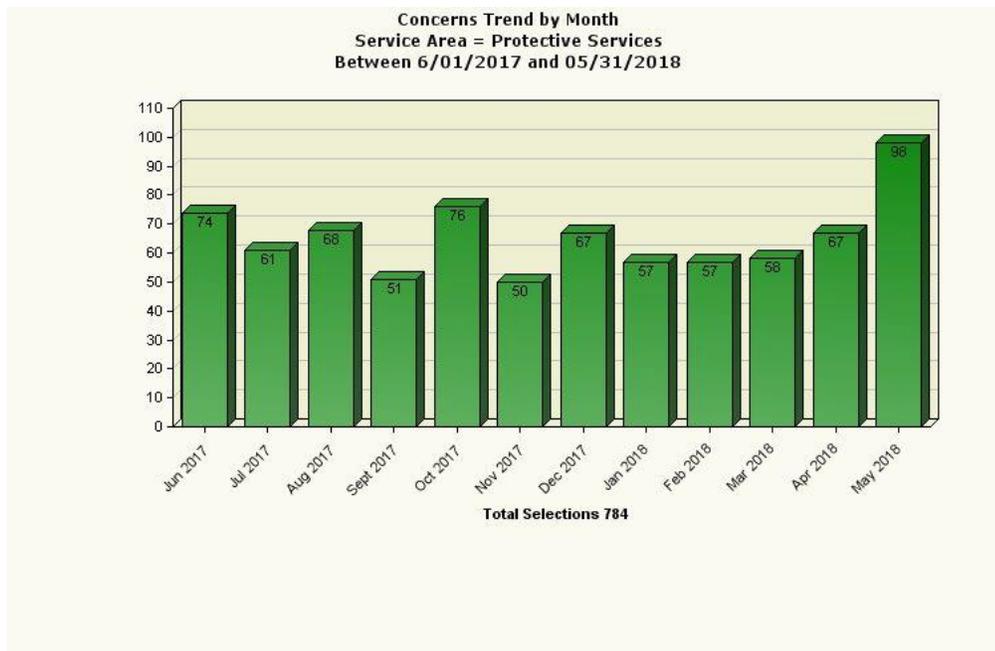
Public Input:

As required by state regulation, a public hearing is held any time PSD proposes new policy for promulgation or for feedback on the Social Security Block Grant (SSBG) Title XX plan. The NM Citizen Review Board Project publishes an annual report which provides recommendations for systemic changes in the child welfare system. The PSD director's response to the Annual Report is included as an attachment to the CAPTA Plan. The Office

of the Secretary and PSD each maintain a constituency liaison whom address public concerns regarding the division or department. In addition, CYFD maintains a website, www.cyfd.org, which provides information about CYFD and its programs.

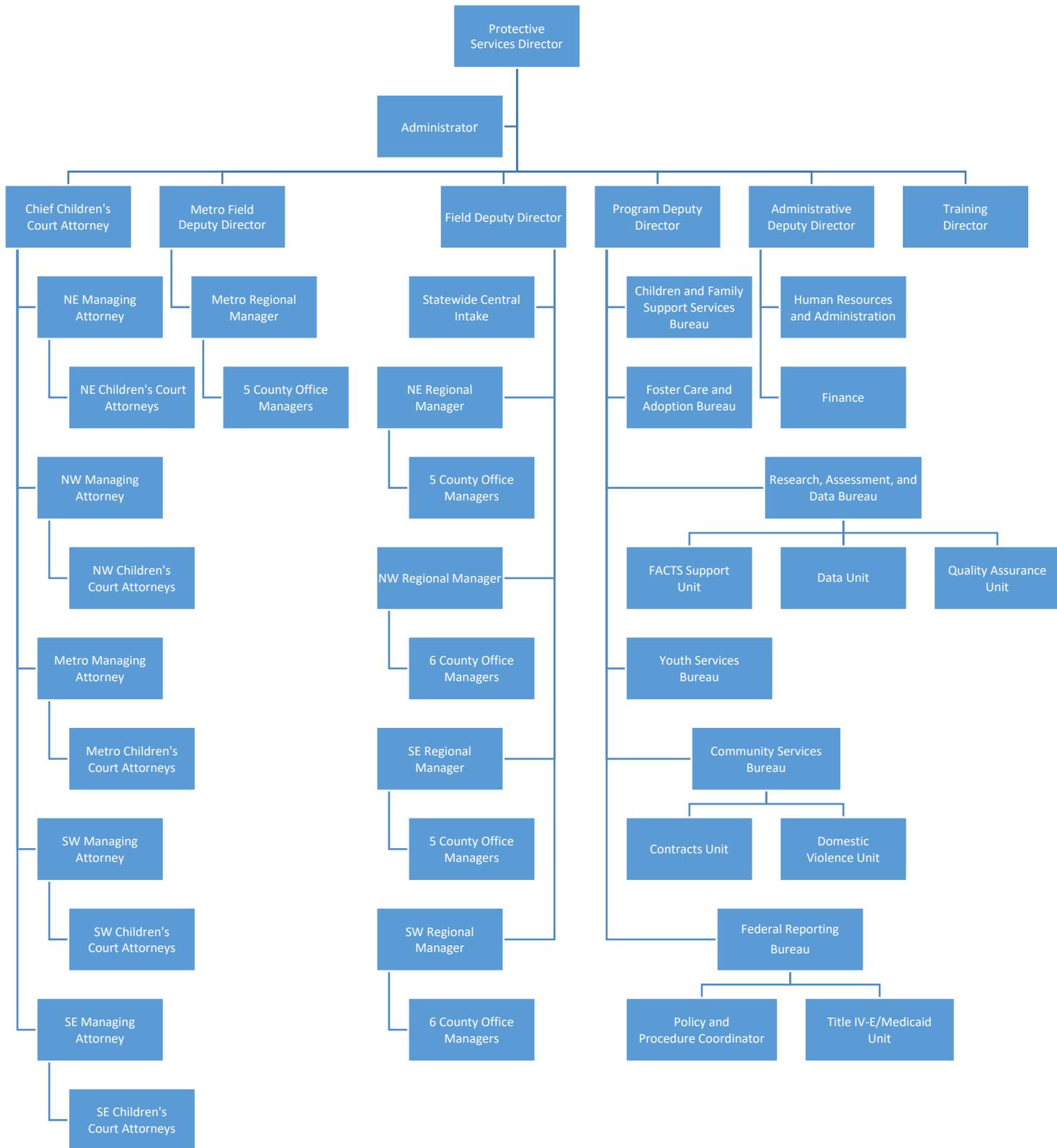
2018 APSR Update:

PSD continues to maintain a Constituency Liaison who addresses constituent concerns via telephone, letters, and referrals from the Protective Services Director’s Office, Office of the Secretary and Office of the Governor. The liaison is primarily responsible for ensuring that complaints and concerns are addressed by PSD in a timely manner. The majority of concerns received continue to come from birth parents, related to the PSD worker not returning their phone calls in a timely manner, not communicating clearly of what steps the parent needs to take to reunify with their child, and difficulties a parent has with visitations. The second most common concern is from relatives, who are not being considered as a placement resource for their grandchild, nieces/nephew in state custody. PSD continues to believe that if birth parents are assessed and engaged appropriately and relatives or fictive kin receive information and communication regarding CYFD/PSD policies and procedures, then constituent concerns will decrease. Between June 1, 2017 and May 31, 2018, PSD received a total of 784 constituent concerns. This is a decrease from last year. Below are the number of concerns received each month during this time period:



Data Source: Everest Data Base

D. Protective Services Organization Chart



II. *Child and Family Outcomes*

PSD assesses practice through regular comprehensive case review in order to obtain quantitative and qualitative data that can be used in conjunction with data from the state's management information system, to accurately identify areas of practice strength and areas needing improvement.

Baselines for each safety, permanency and well-being outcome were obtained using QA data from calendar years 2013. Baselines for SACWIS measures were obtained using the average of the first three quarters of state fiscal year 2014. All targets were calculated using a "bootstrapping" technique based on guidance outlined in the April 23, 2014 Federal Register Notice of Statewide Data Indicators and National Standards for Child and Family Services Review (FR Doc. 2014-09001). PSD used QA data from calendar years 2011, 2012 and 2013 to calculate the mean and standard deviation. PSD used SACWIS data from state fiscal years 2012, 2013 and 2014 to calculate the mean and standard deviation. Targets were then calculated using the recommended four standard deviations above the mean. New Mexico's 2015 – 2019 Child and Family Services Plan set targets specifically for June 2019 of the Plan. PSD targets for each year as well as the five year period could be impacted by the CFSR items being reviewed differently. Any impact will be reported out in the first APSR.

In August of 2014, the PSD Quality Assurance Unit began using the new round three on-site review instrument (OSRI). Due to this switch, calendar year 2014 data includes only a partial year of data (August – December 2014). The PSD quality assurance unit began using the new round three on-site review instrument (OSRI) in August of 2014.

Calendar year 2015 marks the first full year of QA data using the round three on-site review instrument (OSRI). Sections A, B and C below contain data for outcomes and items from ten counties selected for review during the 2015 calendar, of which six of those counties were selected for review for round three of the Child and Family Service Review (CFSR). Bernalillo, Dona Ana, San Juan, San Miguel, Sandoval and Chaves counties were reviewed from April to September 2015 as part of the CFSR; results from the CFSR are included in the data roll-up for the Safety, Permanency and Well-being Outcomes tables below.

The calculations methods for the baselines and targets remain the same as those reported in the 2015 – 2019 Child and Family Services Plan, except for Item 6 on the round three OSRI, which is now a roll up of several items that were on the round two OSRI. The target for item 6 was calculated using the same "bootstrapping" technique based on guidance outlined in the April 23, 2014 Federal Register Notice of Statewide Data Indicators and National Standards for Child and Family Services Review (FR Doc. 2014-09001). PSD used percentages for item 6 from calendar years 2014 and 2015.

Quality assurance review data for calendar year 2017 have been updated in the tables at A, B, and C below.

A. Safety Outcomes 1 and 2, and National Data Indicators

	<i>Baseline</i>	<i>CY 2014 Data</i>	<i>CY 2015 Data</i>	<i>CY 2016 Data</i>	<i>CY 2017 Data</i>	<i>Target</i>
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.						
At least 96.8% of cases reviewed will be rated as “substantially achieved” on Safety Outcome 1 of the CFSR-OSRI.	84%	91.8%	75%	89%	85.5%	96.8%
Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment						
At least 96.8% of cases reviewed will be rated as a “substantially achieved” on Item 1 of the CFSR-OSRI.	84%	91.18%	75%	89%	85.5%	96.8%
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.						
At least 75.4% of cases reviewed will be rated as “substantially achieved” on Safety Outcome 2 of the CFSR-OSRI.	49.7%	45%	45%	56%	53.2%	75.4%
Item 2: Services to Family to Protect Children in the Home and Prevent Removal or Re-Entry Into Foster Care.						
At least 98.6% of cases reviewed will be rated as “substantially achieved” on Item 2 of the CFSR-OSRI.	65%	53.3%	56%	51%	53.4%	98.6%
Item 3: Risk and Safety Assessment and Management.						
At least 83.1% of cases reviewed will be rated as “substantially achieved” on Item 3 of the CFSR-OSRI.	55%	45%	48%	57%	57.1%	83.1%

Source: PSD QA Data

2018 APSR Update:

Safety Outcome 1, children are first and foremost protected from abuse and neglect decreased from a substantially achieved rating of 89% for calendar year 2016 to 85% in 2017. PSD has continued implementation of the pre-initiation staffing strategy targeting this outcome. The goal of the pre-initiation staffing process is to improve timeliness of initiation of investigation and the initial assessment of safety and risk through face to face supervision at the assignment of a report for investigation. The rating for Item 1, timeliness of initiating investigations has decreased from 89% in 2018 to 85.53% in 2017. Although the procedure for the pre-initiation staffing has been implemented statewide, there has been some inconsistency in the implementation of this practice. PSD surveyed investigators, supervisors, and county office managers about the implementation and efficacy of this strategy. 139 staff responded to the survey, 70% of the respondents were investigators and 30% were investigations supervisors or County Office Managers. 51.88% of the respondents reported that the face to face or phone pre-initiation staffing occurs consistently for every case or almost every case. 60% of the respondents reported that the staffing form is completed in every case, or almost every case. Most of the respondents described the practice as helpful in providing supervisory oversight related to initiation and assessment strategies, overview of pertinent case history, and potential worker safety risks. Some of the survey respondents described the process of completing the form as overly technical and/or time consuming and generally found the actual meeting with the supervisor more beneficial than the form. In counties with high investigation caseloads the process has been challenging to implement as workers are being assigned multiple investigations at the same time.

Safety Outcome 2, Children are safely maintained in their homes whenever possible and appropriate fell from 56% substantially achieved in 2016 to 53%. CYFD has continued to expand key initiatives including accessible childcare for children at risk of maltreatment and the warm-hand off. The warm-hand strategy aims to link families to needed safety related services in a timely way. Although there continue to be some delays and gaps in services in more rural areas, particularly related to substance abuse treatment, the agency has made strides in targeting contracts to areas of the state with the greatest need and clarifying performance measures for contract providers.

PSD continues to partner with the National Center on Crime and Delinquency (NCCD) to implement Safety Organizes Practice and a new Safety Assessment too. All PSD supervisors have been trained in Safety Organized Practice. Casey Family Programs and NCCD are currently providing coaching in the county offices to

build capacity. PSD anticipates that the new safety assessment tool will be launched in November 2018 when the automation is completed. In addition, NCCD is conducting a validation of the PSD risk assessment too. It is anticipated that improved assessment of risk and safety and better safety planning will improve this outcome.

B. Permanency Outcomes 1 and 2, and National Data Indicators

	<i>Baseline</i>	<i>CY 2014 Data</i>	<i>CY 2015 Data</i>	<i>CY 2016 Data</i>	<i>CY 2017 Data</i>	<i>Target</i>
Permanency Outcome 1: Children have permanency and stability in their living situations.						
At least 36% of cases reviewed will be rated as “substantially achieved” on Permanency Outcome 1 of the CFSR-OSRI.	32.2%	19.2%	26%	21%	25.6%	36%
Item 4: Stability of Foster Care						
At least 79.2% of cases reviewed will be rated as “substantially achieved” on Item 4 of the CFSR-OSRI.	60.2%	55.3%	64%	61%	75.6%	79.2%
Item 5: Permanency Goal for Child						
At least 95.4% of cases reviewed will be rated as “substantially achieved” on Item 5 of the CFSR-OSRI.	73.3%	56.5%	72%	61%	61.9%	95.4%
Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement						
At least 58% of cases reviewed will be rated as “substantially achieved” on Item 6 of the CFSR-OSRI.	34%	34%	40%	43%	35.6%	*58%
Permanency Outcome 2: The continuity of Family Relationships and Connections is Preserved for Children.						
At least 68.9% of cases reviewed will be rated as “substantially achieved” on Permanency Outcome 2 of the CFSR-OSRI.	42.4%	55.3%	52%	53%	57.8%	68.9%
Item 7: Placement with Siblings						
At least 98.3% of cases reviewed will be rated as “substantially achieved” on Item 7 of the CFSR-OSRI.	81.3%	78.1%	84%	75%	79.1%	98.3%
Item 8: Visiting with Parents and Siblings in Foster Care.						
At least 75.7% of cases reviewed will be rated as “substantially achieved” on Item 8 of the CFSR-OSRI.	44.1%	39.4%	52%	54%	50.6%	75.7%
Item 9: Preserving Connections						
At least 95.5% of cases reviewed will be rated as “substantially achieved” on Item 9 of the CFSR-OSRI.	65.8%	52.2%	54%	50%	56.5%	95.5%
Item 10: Relative Placement						
At least 87.9% of cases reviewed will be rated as “substantially achieved” on Item 10 of the CFSR-OSRI.	68.2%	73.9%	67%	61%	70.8%	87.9%
Item 11: Relationship of Child in Care with Parents						
At least 75.4% of cases reviewed will be rated as “substantially achieved” on Item 11 of the CFSR-OSRI.	39.6%	53.3%	57%	72%	62.9%	75.4%

Source: PSD QA Data

2018 APSR Update:

Permanency Outcome 1 increased from 21% substantially achieved rating in 2016 to 25% in 2017. Although still an area of concern for PSD, progress has been made in key initiatives related to this outcome. PSD has trained supervisors statewide in the Collaborative Assessment and Planning (CAP) framework, the model for the internally facing 90 day staffing. NCCD and Casey Family programs are providing coaching to support implementation of the framework. In addition PSD has made improvements in stability of foster care placements. This is attribute to increased focus on recruitment and support for relative and fictive kin foster homes. The agency has not seen the desired improvement related to items 5 and 6. Based upon case review data, PSD continues to do well establishing appropriate goals in a timely manner when children enter care, but there are concerns related to timely change of plan when reunification is no longer viable and timely motion to terminate parental rights. PSD is working with the CIP to address barriers presented by the courts related to change of plan and is closely monitoring change of plan through data reports to assist managing attorneys in

providing supervision. This issue is most acute in the state's metro area where high attorney caseloads and full court dockets present a challenge. In addition, the state's adoption backlog cases (children who are freed and awaiting finalization) continue to inflate case numbers. Over the past year, the Chief Children's Court Attorney and the Field Deputy Directors have met regularly to staff these adoption backlog case and move these children to permanency. The agency is seeing incremental progress as more of the long stayers (children in care 24+ months) are achieving adoption and guardianship. The Courts have been working with PSD to ensure these children are prioritized for permanency. It is anticipated that the outcomes related to permanency will improve as caseloads are reduced.

Ratings for Permanency Outcome 2 have seen some increase from 53% in 2016 to 57% in 2018. PSD has implemented the worker/parent visits strategy statewide and has integrated documentation in FACTS similar to how worker/child visits are entered. The focus of this strategy is to improve engagement with parents and ensure ongoing assessment by requiring the worker to visit parents at least monthly where they live. PSD is now able to collect monthly data reports and monitor these visits. There has been a slow, but steady increase in the number of documented visits since data reporting became available. In August of 2017, 21.2 % of parents with reunification plans were visited in their homes and in December 2017, 24.7% of parents were visited. In April of 2018, 29.2% of parents were visited in their home. PSD continues to focus efforts on improving engagement skills and addressing worker safety concerns related to this practice through ongoing training.

PSD has made improvement in the items related to relative placement, placement with siblings, and preserving connections. PSD continues to work with the Capacity Building Center for States to develop strategies related to these outcomes, monitor progress, and evaluate program initiatives. In 2017, the QA unit conducted a supplemental review of 10% of all cases in each region and rated item 8, based on a review of the record and interview with children, foster parents, and birth parents to assess progress related to visitation. This review confirmed that there are still barriers to ensuring efforts to provide sibling visitation, particularly when one or more of the sibling group is placed in treatment foster care or residential treatment or after parental rights are terminated and sibling visits no longer occur as part of parent visitation. This is an identified area of focus for PSD's work with the Capacity Building Center, as well as staff and provider training.

C. Well-Being Outcomes 1, 2 and 3

	<i>Baseline</i>	<i>CY 2014 Data</i>	<i>CY 2015 Data</i>	<i>CY 2016 Data</i>	<i>CY 2017 Data</i>	<i>Target</i>
Well-Being Outcome 1: Families Have Enhanced Capacity to Provide for Their Children’s Needs.						
At least 48% of cases reviewed will be rated as “substantially achieved” on Well-Being Outcome 1 of the CFSR-OSRI. Source: PSD QA Data	26.4%	30%	43%	34%	35.7%	48%
Item 12: Needs and Services of Child, Parents, and Foster Parents						
At least 51.5% of cases reviewed will be rated as “substantially achieved” on Item 12 of the CFSR-OSRI. Source: PSD QA Data	29.1%	33.3%	45%	38%	37.3%	51.5%
Item 13: Child and Family Involvement in Case Planning						
At least 88.1% of cases reviewed will be rated as “substantially achieved” on Item 13 of the CFSR-OSRI. Source: PSD QA Data	58.4%	60.3%	64%	69%	68%	88.1%
Item 14: Caseworker Visits with Child						
At least 93.5% of cases reviewed will be rated as “substantially achieved” on Item 14 of the CFSR-OSRI. Source: PSD QA Data	81.1%	68.3%	79%	77%	77.8%	93.5%
Item 15: Caseworker Visits with Parents						
At least 65% of cases reviewed will be rated as “substantially achieved” on Item 15 of the CFSR-OSRI. Source: PSD QA Data	32.6%	35.6%	51%	43%	50.5%	65%
Well-Being Outcome 2: Children Receive Appropriate Services to Meet Their Education Needs.						
At least 97.6% of cases reviewed will be rated as “substantially achieved” on Well-Being Outcome 2 of the CFSR-OSRI.	77.4%	91.7%	94%	86%	77%	97.6%
Item 16: Educational Needs of the Child						
At least 97.6% of cases reviewed will be rated as “substantially achieved” on Item 16 of the CFSR-OSRI.	77.4%	91.7%	94%	86%	77%	97.6%
Well-Being Outcome 3: Children Receive Adequate Services to Meet Their Physical and Mental Health Needs.						
At least 75.8% of cases reviewed will be rated as “substantially achieved” on Well-Being Outcome 3 of the CFSR-OSRI.	64.3%	64.1%	59%	66%	58.9%	75.8%
Item 17: Physical Health of the Child						
At least 90.2% of cases reviewed will be rated as “substantially achieved” on Item 17 of the CFSR-OSRI.	76.9%	82%	66%	87%	72.8%	90.2%
Item 18: Mental/Behavioral Health of the Child						
At least 87.4% of cases reviewed will be rated as “substantially achieved” on Item 18 of the CFSR-OSRI.	73.3%	66.7%	80%	67%	63.9%	87.4%

Source: PSD QA Data

2018 APSR Update:

The outcomes related to Well-being Outcome 1, Families have enhanced capacity to meet their children’s needs has remained flat, with the exception of moderate improvement in item 15, caseworker visits with parents. PSD continues to anticipate that these items will improve as the 90 day staffing initiative and worker-parent visit strategy are fully implemented, but progress is slower than anticipated. Based upon case review by

the QA team, the areas of concern include engagement with parents and provision of services, gaps in services area particularly related to substance abuse and relapse prevention services, and quality visits between worker and children who are placed out of county or out state. PSD has traditionally had a practice of rotating visits with children out of state among all workers and requesting courtesy visit for children placed out of county. The result of this practice was that children are not able to develop a trusting relationship with one worker, negatively impacting quality. In 2017, PSD changed this practice so that the primary worker can now travel to visit children who are not placed in close proximity.

Well-Being Outcome 2, Education needs of the child has continued to decline. In 2016 this outcome was rated at 86% and is now at 77%. Based upon case review, it was determined that in most instances the agency made good efforts around assessment of educational needs, but failed to make concerted efforts to advocate for needed services especially when there were changes in placement or school. Oftentimes, PSD relies on the foster parent to advocate around education, but is not providing adequate case management especially when there are changes. Additional efforts will need to be implemented to address this outcome.

Well-Being Outcome 3, Children receive adequate services to meet their physical and mental health needs declined from 66% substantially achieved in 2016 to 58.87% in 2017. With respect to physical health needs, in both In Home and Foster Care cases the agency made efforts to ensure there were timely well-child exams and dental visits, but did not make concerted efforts to ensure timely follow up with hearing tests, vision exams, and specialists. As previously mentioned, in foster care cases, this follow up was often left to the foster parent with inadequate oversight by the agency. This oversight was impacted when there placement changes. Similar issues related to agency oversight were identified related to addressing the mental and behavioral health needs of children in foster care. It was also identified that some of the behavioral health services that children were receiving were not adequate to address their needs, including specialized services for children with significant trauma history and sexual abuse history. Some of this was attributed to service array gaps in rural parts of the state. Addressing these issues is a planned area of focus for PSD work with the Capacity Building Center in 2018. PSD has initiated work to revitalize the medical passport (Travelling File) to ensure continuity of care in the event of a placement change and is developing changes to FACTS to ensure better documentation and data collection related to the physical and mental health needs of children.

D. 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. PSD utilizes feedback from quality assurance reviews, constituents, and stakeholders in this effort. PSD is committed to a process of continuous quality improvement through training, case review, data analysis, and employee evaluation to create a culture of accountability that aligns our behaviors with our child welfare practice model values and principles. This commitment is furthered by making efforts to be in conformity with the seven systemic factors identified in the CFSR. Systemic factors strengths and challenges were identified and developed in various stakeholder meetings and utilized feedback in the development of the Plan for Improvement.

1. Statewide Information System

Item 19. Statewide Information System:

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

2018 APSR Update:

New Mexico has established an Enablement Team for the Comprehensive Child Welfare Information System (CCWIS) project. CYFD hired a full time CCWIS project manager to oversee the project and has established bi-weekly enablement team meetings. The enablement team includes representatives from the Protective Services Division, the Information and Technology Division, the Administrative Support Division, and the Office of the Secretary. CYFD intends to submit a Planning Advance Planning Document and notice of our intent to transition our current system to a CCWIS by the end of July 2018. In 2017 CYFD requested funding from the state legislature for CCWIS planning and \$500,000 has been appropriated. The Enablement Team and other CYFD leadership attended two working session with Leading Agile in preparation for this project. The first visit, July 19-20, 2017 included training and focus groups resulting in a Site Assessment Report. The second visit occurred September 12-14, 2017 and included more in-depth training with Leading Agile and a site visit with the Children's Bureau for technical assistance related to APD planning, CCWIS review, data quality, and budgeting. CYFD also sent representatives from the enablement team to the APHSA ISM conference in Maryland in October 2017.

In addition to these initial efforts related to CCWIS planning, PSD has made continued efforts to support our existing management information system through improved worker training and targeted development. The FACTS unit continues to provide new worker training on FACTS, one on one coaching and regular statewide webinars. A representative from the QA team now attends FACTS training assist in connecting practice with data entry in the system. The FACTS Team has targeted key training initiatives to address data quality needs including timely and accurate entry of placement information, caseworker visits, documentation of provisions related to Preventing Sex Trafficking, and ICWA. The FACTS unit has developed and implemented a schedule to engage subject matter experts in developing requirements related to AFCARS 2.0. In 2017 requirement were drafted related to ICWA data. Currently a workgroup is meeting to develop requirements and an improved training plan related to physical and mental health needs and services.

Over the past year, New Mexico has made the following updates to FACTS to support case management needs and data reporting requirement.

- Updated FACTS Data Extracts to support Results Oriented Management
- Monthly management report to track worker-parent visits.
- Monthly management report to track key legal timeframes including change of plan and timeliness of motion to TPR.
- 10 year data extract for analysis of safety assessment and risk assessment validation.
- Management report for Fostering Connections.

- Preventing Sex Trafficking data and reporting requirements
- Modification of childcare placements to prevent potential overpayments.

Ongoing IT Projects include:

- Ongoing updates related to the AIP
- Development and data reporting related to the 90-day staffing initiatives
- Development of a data exchange between PSD FACTS and Early Childhood’s information system EPICS.
- Development of payment history related to IV-E claiming

2. Case Review System

Item 20. Written Case Plan:

The case review system is functioning statewide to ensure that each child has a written case plan that is developed jointly with the child’s parents and includes the required provisions.

Item 21. Periodic Reviews:

The case review system is functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review.

Item 22. Permanency Hearings:

The case review system is functioning statewide to ensure that each child has a permanency hearing in a qualified court or administrative body that occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

Item 23. Termination of Parental Rights:

The case review system is functioning statewide to ensure that the filing of parental rights proceedings occurs in accordance with required provisions.

Item 24. Notice of Hearing and Reviews to Caregivers:

The case review system is functioning statewide to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child.

2018 APSR Update:

PSD has not seen the desired improvement related to Permanency Outcome 1, Items 5 and 6. Based upon case review data, PSD continues to do well establishing appropriate goals in a timely manner when children enter care, but there are concerns related to timely change of plan when reunification is no longer viable and timely motion to terminate parental rights. PSD is working with the Court Improvement Project to address barriers presented by the courts related to change of plan and is closely monitoring change of plan through data reports to assist managing attorneys in providing supervision. This issue is most acute in the state’s metro area where high attorney caseloads and full court dockets present a challenge. In addition, the state’s adoption backlog cases (children who are freed and awaiting finalization) continue to inflate case numbers.

Over the past year, the Chief Children’s Court Attorney and the Field Deputy Directors have met regularly to staff these adoption backlog case and move these children to permanency. The agency is seeing incremental progress as more of the long stayers (children in care 24+ months) are achieving adoption and guardianship. The Courts have been working with PSD to ensure these children are prioritized for permanency. It is anticipated that the outcomes related to permanency will improve as caseloads are reduced.

3. Quality Assurance System

Item 25. Quality Assurance System:

The quality assurance system is functioning statewide to ensure that it is (1) operating in the jurisdictions with the services included in the CFSP are provided; (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety); (3) identified strengths and needs of the service delivery system; (4) provides relevant reports; and (5) evaluates implemented program improvement measures.

CFSR in New Mexico: New Mexico underwent round three of the Child and Family Services Review (CFSR) from April 2015 to September 2015. New Mexico's CYFD Quality Assurance Team conducted case reviews utilizing the Children's Bureau's, Child and Family Services Review's On Site Review Instrument. The purpose of the CFSR is to evaluate the effectiveness of the state's child welfare practice in terms of outcomes as they relate to safety, permanency, and child and family well-being. Both foster care and in-home cases were reviewed. New Mexico was approved to conduct its own case reviews and submit the results to the Children's Bureau in lieu of the traditional one week on site review overseen by the Children's Bureau. This option allowed PSD to review more sites and thus have a more diverse sample, including all regions of the State, the largest metro area, a border community, rural communities, and counties with a significant Native American population.

CFSR Sample and Plan: A simple random sample of cases will be selected for review. A rolling sampling period will be utilized.

Review Dates	County	Sampling Period for FC Cases	Sampling Period for In Home (The FC Sampling period plus an additional 45 days)	Period Under Review (From onset of Sampling Period – Date of Review)	Sample Size
April 20-24, 2015	Bernalillo	4/1/14-9/30/14	4/1/14-11/14/14	4/1/14-4/24/15	8 Foster Care 4-5 In Home
May 11-15, 2015	Dona Ana	5/1/14-10/31/14	5/1/14-12/15/14	5/1/14-5/15/15	6 Foster Care 4 In Home
June 15-19, 2015	San Juan	6/1/14-11/30/14	6/1/14-1/14/15	6/1/14-6/19/15	6 Foster Care 2-4 In Home
July 13-17, 2015	Sandoval	7/1/14-12/31/14	7/1/14-2/14/15	7/1/14-7/17/15	4 Foster Care 3 In Home
	San Miguel				2 Foster Care 2 In Home
August 17-21, 2015	Chaves	8/1/14-1/31/15	8/1/14-3/17/15	8/1/14-8/21/15	6 Foster Care 4 In Home
September 14-18, 2015	Bernalillo	9/1/14-2/28/15	9/1/14-4/14/15	9/1/14-9/18/15	8 Foster Care 4-5 In Home

2017 PIP Review Schedule and Sampling Process						
Review Dates	County	Region	Sampling Period for FC Cases (AFCARS Data)	Sampling Period for In Home (The FC Sampling period plus an additional 45 days) SM08a01 Active In Home Services Report	Period Under Review	Sample Size
April 10-14 2017	Bernalillo*	3	4/1/15-9/30/15	4/1/15-11/14/15	4/1/16-4/10/17	8 Foster Care 4 In Home (CYFD & Contract)
May 8-12, 2017	Dona Ana*	5	5/1/15-10/31/15	5/1/15-12/15/15	5/1/16-5/8/17	8 Foster Care 4 In Home (CYFD & Contract)

June 13-17, 2017	San Juan*	1	6/1/15-11/30/15	6/1/15-6/10/16	6/1/16-6/13/17	8 Foster Care 1 In Home (CYFD) 3 IFIS (CYFD)
July 12-16, 2017	Sandoval/San Miguel*	1 & 2	7/1/15-12/31/15	7/1/15-7/1/16	7/1/16-7/12/17	8 Foster Care 6 In Home (3 San Miguel, 3 Sandoval) (CYFD)
August 14-18, 2017	Chaves*	4	8/1/15-1/31/16	NA	8/1/16-8/14/17	8 Foster Care 0 In Home
September 11-15, 2017	Bernalillo*	3	9/1/15-2/29/16	9/1/15-9/1/16	9/1/16-9/11/17	8 Foster Care 6 In Home (CYFD & Contract)
<i>Total</i>						48 Foster Care 24 In Home 72 Total

2018 APSR Update:

CYFD’s Quality Assurance process remained consistent throughout the 2018. The QA team along with trained peer reviewers conducts monthly reviews. The state’s identified PIP sites are visited annually and other counties as well as Statewide Centralized Intake are scheduled to be reviewed bi-annually.

Assess the state’s current QA/CQI system. Describe any specific practices or system improvement the state has made based on QA/CQI:

CYFD’s QA Unit conducts monthly reviews in a different county each month as the primary component of the QA process. The reviews include the CFSR case review, a review of legal files, and a review of foster care provider records. While the structure of the review has not changed significantly over the past year, several initiatives have been implemented to develop and improve CYFD’s CQI framework.

The goal of the QA Process is to support the agency’s mission to improve the quality of life for children by supporting staff and stakeholders through a framework of Continuous Quality Improvement. Implementation of this framework is premised on the value that CQI requires active participation from everyone in the agency, as well as our stakeholders and partners, and that CQI thrives in a culture that supports continuous learning. Following is some of the strategies implemented to support this goal.

Throughout 2017, the QA team implemented the Quality Assurance Loop-Around (QALA) following each QA review. The purpose of this process was to support counties in implementing PIP strategies and promoting data driven and results oriented practice. At the end of the year the QA team partnered with the data unit to evaluate the project and solicited feedback from participants through survey and focus groups with county management. The results of the project were mixed. It could not be demonstrated that the counties that participated in QALA had improved outcomes. Qualitatively counties reported that increased training related to understanding data and the CFSR outcomes was beneficial. As a result of this evaluation, the approach to QALA has been updated for 2018. A QA team member has been assigned as a liaison to each region and will reach out to county offices monthly to provide or arrange for support and training related to understanding data, utilizing ROM, understanding the CFSR Outcomes and PIP strategies, and best practice. The responsibility for developing and monitoring to county improvement plans has shifted to county and regional management.

Improved CQI Training and Outreach:

1. **Improved Peer Reviewer Training:** The QA team convenes bi-monthly peer reviewer trainings to prepare agency staff, contractors, and Tribal partners to participate as peer reviewers. This is a comprehensive training that prepares participants to understand the CFSR outcomes and participate as a peer reviewer. To date nearly 200 participants have completed the training.
2. **Best Practice and the CFSR Discussion Group:** This is a 2-4 hour discussion/training that the QA Team provides at the request of management or staff in a county office. The goal of this training is to provide

an overview of the CFSR Outcomes and how to support improved outcomes through implementation of PIP strategies and best practice. Over the past year five county offices have been visited.

3. **Outreach to the County:** Prior to each review, the QA Team hosts a one hour session with the review county to provide an overview of the review process and the CFSR Outcomes.
4. **Legal Review and Foster Care Provider Review Training:** Each month the QA Team hosts a monthly webinar to discuss the legal review instrument and the foster care provider review instrument.
5. **CQI and Placement Meeting:** At least quarterly, the QA Team hosts a statewide webinar with placement staff from around the state to discuss pertinent topics including CQI, targeted recruitment, the role of placement navigators, and full disclosure. At each meeting there is presentation of data to frame the discussion. There have been five meetings so far.
6. **Workgroups:** The QA team members attend or facilitate various workgroups on numerous topics including ICWA, Safety Assessment and Planning, Supervision, Investigations, and SCI.
7. **The Post-Review CQI Plan/Quality Assurance Loop-Around (QALA):** Following each Quality Assurance (QA) review, the QA manager will work with county managers to create a CQI team that will oversee the development and implementation of a county based program improvement plan (CIP) that directly correlates with the State Program Improvement Plan (PIP). The purpose of CYFD's Program Improvement Plans is to promote data-driven and results-oriented practice within the context of continuous quality improvement to improve child safety, permanency, and well-being.

The CIP will include a measurement plan to evaluate outcomes and report progress. The QA Manager will coordinate the CQI County Improvement Plan (CIP) to include facilitation of initial QALA meeting and formal progress report meetings, track due dates, report all data and practices to executive management, assign RAD team members tasks to complete with the counties, communicate with county's QALA teams regarding quality of their CIP and any recommendations that may apply, and co-facilitate the monthly CQI-CIP to provide to support counties in reporting their data and practices as needed. The RAD Bureau will be available for support through provision of technical assistance. The CQI team members will include County Management, STEP Team members from the County (if available), other county team members, a data unit staff person, a FACTS unit staff person, and any other identified internal or external stakeholders critical for success.

Improved Information Sharing:

1. **Open Meetings:** In an effort to promote CQI and the transparency of the review process, the QA Team has opened all review related meetings to county management, supervisors, and staff. County staff are invited to attend and participate in the planning meetings for the, case staffings during review week, debriefings, the QA roll-up meeting, the exit conference, and the post review meeting with the second level consultant reviewer. The placement and legal reviews are also open meetings. County staff have provided positive feedback about this change to process and have identified these meetings as important learning opportunities for staff.
2. **Timely Reports:** The QA Team has committed to sending finalized reports to the county within six weeks of the review. This has been mostly achieved since transitioning to the OMS for the review process. The county is provided with the data from each review as well as the individual review instruments.

Improved Collaboration with both internal and external stakeholders:

1. Two QA liaisons have been assigned to each county to support the county office in CQI activities before, during, and after the QA review. Liaisons assist the county in interpreting review results, identifying strengths and challenges, and developing strategies. QA Team members have also been assigned as liaisons for Legal, Placement, and Statewide Central Intake. The Legal and SCI liaisons meet

with those programs monthly after the review to discuss the review results as they relate to those program areas.

2. The county STEP participants are invited and encouraged to attend all QA activities.
3. Contract providers and contract managers are invited to attend QA meetings involving cases where services are provided through a contractor.
4. The CFSR Coordinator facilitates a stakeholder meeting concerning the systemic factors on the first day of the monthly review.

Include any training or technical assistance the state anticipates needing from Children’s Bureau resources or other partners.

Resources and/or technical assistance to support some of the ongoing CQI initiatives may be beneficial.

1. Although the QA liaisons to the county offices are assigned, there is varying levels of engagement and we have identified a need to formalize the process around this initiative to maximize the benefits. In developing a process for the liaisons, our next step is to ensure we are including relevant stakeholders and including CYFD’s data unit and STEP participants in a meaningful way.
2. Developing a process for incorporating ROM Data into the QA/CQI and monthly manager meetings process to ensure that the QA team can support county management and staff in utilizing ROM effectively.
3. Developing a systematic method for reporting out the qualitative information gathered during stakeholder meetings.

Provide an update on QA/CQI results and data that have been used to update goals, objectives and interventions or use of funds in the 2017 APSR

The QA data and the CFSR review data, as well as the information gathered during the legal and foster care provider reviews, were utilized to inform the PIP strategies specifically related to the safety, permanency, and well-being outcomes. These PIP strategies include:

1. Pre-Initiation Staffings
2. Ongoing training on safety assessment and management and review of the instrument , how it is used and revisions as necessary
3. Improved quality and quantity supervision
4. The “warm handoff” to services providers
5. Caseworker visitation with parents where they live at least monthly

4. Staff and Provider Training

Item 26. Initial Staff Training

The staff and provider training system is functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions.

Item 27. On-going Staff Training:

The staff and provider training system is functioning statewide to ensure that ongoing training is provided for staff that address the skills and knowledge needed to carry out their duties with regard to the services included in the CFSP.

Item 28. Foster and Adoptive Parent Training:

The staff and provider training system is functioning to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge needed to carry out their duties with regard to foster and adopted children.

2018 APSR Update:

PSD continues to provide initial and ongoing training for all PSD employees through the Academy of Professional Development and Training (APDT). New hires are required to take a mandatory five-week Foundations of Practice course upon hire with the agency. Newly hired supervisors are required to take Foundations of Leadership training and HR supervision.

Foundations of Practice, or FOP, is designed for the new hire to receive three weeks of classroom training with one week of on-the-job training in the middle. Each week of classroom learning is dedicated to a specific topic area:

- Week one covers e-learning prerequisites;
- Week two is Safety/Awareness Week;
- Week three the new hire returns to the regular work site and complete on the job trainings;
- Week four is Assessment week, and
- Week five is Legal week.

The APDT also offers ongoing training to PSD staff, additionally there are over 70 trainings available to staff either online or in the classroom. Some of the classroom trainings offered this year and the number of participants from PSD are listed in the chart below.

In the Spring of 2018, PSD hired a new Training Director with the goal to provide initial and on-going training for PSD field workers, supervisors, managers, and support staff to ensure a highly competent workforce equipped to carry out the mission of the agency. The new Training Director will also have six regionally based staff to assist provide coaching and training support to workers across the state. The Training Director and staff will implement a training plan that focuses on providing competency based professional education and assessment of student mastery of key proficiencies, the competency align with CYFD strategic planks and operating principles.

There are seven competencies applied to curriculum across the board:

1. demonstrate ethical and professional behavior;
2. engage diversity and difference in practice;
3. engage with individuals, families, groups, organizations, and communities;
4. assess individual, families, groups, organizations, and communities;
5. intervene through making referrals to appropriate services; and
6. evaluate effectiveness of those services.

Additionally, the training plan includes an integrated coaching strategies to support the work force. Coaching strategies include:

1. transfer of learning from training to practice;
2. implementation of evidence practices;
3. skill building;
4. problem solving and staying on track; and
5. and modeling behaviors

CYFD Behavioral Health Services (BHS), in collaboration with PSD, is committed to the provision of quality behavioral health services and supports that are trauma informed, evidence-based, culturally competent, and youth and family driven that meet the needs of CYFD's children, youth. To meet this goal, BHS collaborates with PSD to provide the following trainings to PSD staff, partner agencies, family members, youth, and community behavioral partners serving the PSD population:

Youth Engagement Training

BHS developed a Youth Engagement Training (YET) curriculum developed by youth to enable them to train adults, professionals and other community members to start the conversation on strategic planning around youth engagement efforts. In order to successfully build youth-driven teams, the adults are taught key concepts regarding how to empower youth to advocate, recruit, and support each other as peers and equal partners.

This curriculum is facilitated by an adult partner and youth who has lived experience navigating children's systems (PSD, JJS, behavioral health, special education, etc.). To date BHS has trained over twenty-three Youth Trainers statewide (sixteen of those youth being recruited by PSD Youth Transition Specialist (YTS) staff) and seventeen adult co-trainers (ten of which are PSD YTS staff).

YETs were offered at each of the five Days of Learning BHS provided in SFY'17 and at each PS county office statewide annually. YET was offered at the Children's Law Institute in SFY'17 and Foster Parent Appreciation Conferences.

At the end of FY 2017, there were 466 PSD staff trained in YET with an additional 100 foster parents, 154 JJS staff, 13 BHS staff, and 206 other child serving partners such as behavioral health providers and school staff. In SFY 18, an additional 108 PSD staff and 85 foster parents were trained in YET. In SFY'19, BHS will continue to provide YET trainings as requested by PSD.

Family Engagement Training

BHS developed and provides Family Engagement Training to support staff by giving them information on the five core values (Genuineness, Active Listening, Trust, Respect and Empathy) in order to better their practice and to help engage families to promote better outcomes. In State Fiscal Year 2018, BHS provided Family Engagement Training to 48 JJS staff, 102 county detention staff, and 8 new JJS staff during their Core Training. In State Fiscal Year 2019, BHS will continue to provide Family Engagement trainings as requested by PSD.

High-Fidelity Wraparound 101

BHS provided Wraparound 101 training to PSD staff statewide. The Wraparound 101 training is designed to introduce the Wraparound process. It explains Wraparound in the context of our current service array and provides outcomes data. It then proceeds to define Wraparound and breakdown its philosophy as connected to its theory of change and Wraparound practice as connected to its core elements.

NM CARES Decision Making

BHS provided a NM CARES Decision Making training face-to-face at each PSD field office statewide in SFY'17. This teaming model teaches participants to seek to understand the unique culture of each family and respect who they are individually and as a whole. It is the families themselves that lead us to understand and their voice is paramount and choice in their treatment is heard and taken under advisement.

Participants in the NM CARES Decision Making process learned:

- The necessary skills and behaviors that effectively engage other team members
- His/her strengths as a facilitator and opportunities to improve skills
- Strategies, skills and behaviors needed to effectively engage youth and families
- Effective facilitation skills to use with teams
- Tools and strategies to use when facilitating a meeting or participating in a meeting

In addition to the training, BHS also provides technical assistance to PSD staff, including co-facilitating team decision making meetings with PSD staff as needed. A laminated tool kit was distributed to each PSD staff that described specific steps in how to run a NM CARES Decision Making meeting.

In last quarter of SFY'18, BHS met with PSD and the Professional Development Bureau, taking lessons learned from the initial NM CARES Decision Making training to explore development of a teaming training for PSD supervisors. BHS will continue to collaborate with PSD and the Professional Development Bureau to implement this training in State Fiscal Year 2019.

Foster and adoptive parent pre-service training continues to be offered in each county in either a group, one on one setting and through blended learning. RAFT is available in English and Spanish.

Foster and adoptive parent pre-service training continues to be offered in each county in either a group, one on one setting and through blended learning. RAFT is available in English and Spanish.

PSD developed and implemented RAFT online as a blended learning curriculum for prospective foster and adoptive families. Statewide implementation began in January 2017. The blended curriculum gives foster and adoptive families another training option in the licensing process. The website will continue to provide additional resources for families. RAFT blended is available in English with the goal of offering it in Spanish.

The SAFE home study offers a consistent and uniform method of evaluating prospective foster and adoptive families. PSD continues its partnership with the Consortium for Children to provide SAFE training to PS staff, private providers and tribal entities. SAFE Refresher Training will be offered to PSD staff beginning in State Fiscal Year 2019. The refresher course aims to enhance home study writers and supervisors skills in the home study process.

Placement 101 was offered to Valencia County, which includes home studies, maintenance of foster homes, and adoptions. Starting September 2018 this training will be offered statewide.

5. *Service Array*

Item 29. Array of Services:

The service array and resource development system is functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the CFSP: (1) Services that assess the strengths and needs of children and families and determine other service needs; (2) Services that address the needs of families in addition to individual children in order to create a safe home environment; (3) Services that enable children to remain safely with their parents when reasonable; and (4) Services that help children in foster and adoptive placements achieve permanency.

Item 30. Individualizing Services:

The service array and resource development system is functioning statewide to ensure that the services in Item 29 can be individualized to meet the unique needs of children and families served by the agency.

2018 APSR Update:

Over the last four years, CYFD has evaluated the effectiveness of its programs and initiatives to promote safe and stable families. Through data analysis, meeting with stakeholders, including CYFD field staff, community providers, families, and other governmental agencies, CYFD recognized the deficiencies in the current Family Support Services (FSS), Family Preservation Services (FPS), and Time Limited Reunification (TLR) program design. Many of the deficiencies are related to the strict guidelines and eligibility criteria for each program, such as disallowing families to enroll in FSS/FPS when a child is placed in out of home care.

Additionally, the FSS, FPS, and TLR programs were contracted to community based agencies through separate procurement processes. This limited the ability of agencies to be awarded all three programs if they were unable to hire licensed master's social workers to mirror CYFD's staffing requirements for In-Home Services. In addition, the rural communities in NM have a limited ability to hire qualified staff and meet the expectations of each contract, individually, as each contract requires a certain number of families to be served each year.

Furthermore, high-needs families in NM often need extended support services to maintain stability. CYFD recognizes that family circumstances and needs fluctuate, requiring flexible programming to meet each family's unique needs. CYFD recognizes that consolidating this process will better meet the needs of families, especially in rural areas. (See *more information in Section IV – Services under Promoting Safe and Stable Families Program.*)

In State Fiscal Year 2018 BHS, through funding from multiple SAMHSA grants, developed a web-based geo-map of children's behavioral health services. The geo-map includes the array of publicly funded behavioral health services (through Medicaid and CYFD State General Funds), PSD contracted services, Juvenile Justice Advisory Committee (JJAC) funded services, and an array of individuals or providers that specifically service the CYFD involved population, as identified by BHS Community Behavioral Health Clinicians (CBHCs). BHS collaborated with PSD Contract Staff to identify and map PSD funded services and contractors. This effort is assisting in identifying service gaps and needs statewide as BHS advocates for a comprehensive service array with its Behavioral Health Collaborative partners, to include the Human Services Department, Public Education Department, and the Department of Health.

Additionally, CYFD has developed and supported the PullTogether initiative (PullTogether.org) as a resource where staff, providers, community members, family members and youth can identify and locate services and non-clinical supports in their local communities.

High-Fidelity Wraparound:

CYFD BHS was awarded a Substance Abuse and Mental Health Services Administration (SAMHSA) Systems of Care and subsequent Systems of Care Expansion grant (currently in Year Three of the four year grant) to develop and implement a sustainable Wraparound model for New Mexico; New Mexico Wraparound CARES (Comprehensive, Accessible, Responsive, Effective, and Strengths-Based). The New Mexico Wraparound CARES Immersion Program follows a training and coaching model. This intensive training and oversight prepares each participant to function fully and independently as a Wraparound Facilitator. Through the SAMHSA systems of care Expansion grant, BHS funds a Wraparound Unit consisting of two Wraparound Coordinators. This team provides training and a structured coaching process to Wraparound Facilitators both internal to the Department and externally with providers.

In State Fiscal Year 2018, BHS finalized High-Fidelity Wraparound Facilitator credentialing with the NM Credentialing Board for Behavioral Health Professionals (NMCBBHP), to include the protocols for training, coaching, ethics, exams, and re-certification. Ten Wraparound Facilitators passed the NMCBBHP Wraparound credentialing exam; two of the ten were PSD staff. Eight additional Wraparound Facilitators will be invited to take the exam in June 2018.

BHS is implementing two High-Fidelity Wraparound care management structures for children with complex behavioral needs and their families: (1) External structures through collaboration with behavioral health providers, as well as a collaborative demonstration project collaboration with a Managed Care Organization (MCO) and Provider and through two CareLink New Mexico Health Homes; and two Internal CYFD structure through dedicated positions within its Juvenile Justice Services (JJS) division.

BHS continues to partner with two Managed Care Organizations and a provider in Bernalillo County to implement a demonstration of the High-Fidelity Wraparound Delivery and Financing Model to serve high-need and high-risk children, youth, and their families. In this model, the provider is paid a per-member, per-month (PM/PM) payment that includes a specific package of services and is sufficient to cover the costs of intensive care coordination and related activities. In January 2018, the target population for this initiative was expanded to include PSD's Youth Services Bureau to implement Wraparound with youth transitioning out of foster care, ages 18-21 years. This initiative was targeted to serve up to eighty PSD involved children and youth; fifty-one PS-involved children and youth have been enrolled since spring 2017.

New Mexico began implementation of High-Fidelity Wraparound in two Health Homes on April 1, 2018. Health Homes are part of CareLink New Mexico (CLNM), a program to coordinate the integration of care for Medicaid beneficiaries with a diagnosis of Serious Mental Illness (SMI) and/or Severe Emotional Disturbance (SED). Health Home services include Comprehensive Care Management, Care Coordination, Prevention and Health Promotion, Comprehensive Transitional Care, Individual and Family Support Services, and Community and Social Support Service Referrals. Through intensive Care Coordination, the CLNM Health Home will establish multidisciplinary teams for each member to develop integrated service plans that address behavioral health needs and all co-morbidities. Two of these Health Home sites will be using High Fidelity Wraparound as the

care coordination model for vulnerable children and youth who meet the eligibility criteria. The two Health Home providers are Mental Health Resources (covering Quay, De Baca, and Roosevelt Counties) and the Guidance Center of Lea County (covering Lea County). The goals of the CLNM Health Homes are to:

- Promote acute and long term health;
- Prevent risk behaviors;
- Enhance member engagement and self-efficacy;
- Improve quality of life for individuals with SMI/SED; and
- Reduce avoidable utilization of emergency department, inpatient and residential services

As a complement to High-Fidelity Wraparound, CYFD developed a Family Peer Support model, to include curriculum development, training, implementation and certification. Family Peer Support Workers are primary caregivers who have “lived-experience” of being actively involved in raising a child who experiences emotional, behavioral, mental health and/or substance use challenges. This includes young people with neurobiological differences as well as those diagnosed with a serious emotional disorder or substance abuse disorder. Family Support Specialists have experience navigating child-serving systems and received specialized training to empower other families who are raising children with similar experiences. The Family Peer Support Worker uses a strengths-based and culturally sensitive approach that recognizes individual youth and family identity, cultural history, life experiences, beliefs, and preferences. CYFD began training Family Peer Support Workers, Supervisors and Trainers in spring 2018. CYFD developed Family Peer Support Worker Certification through the New Mexico Credentialing Board of Behavioral Health Professionals. The first FPWS exam occurred in June 2018.

Adolescent Substance Use Reduction Effort (ASURE):

The BHS Adolescent Substance Use Reduction Effort (ASURE) team is tasked with implementing training and the development and deployment of substance and co-occurring capable youth and young adult treatments and youth support services in New Mexico. ASURE sponsors trainings across the state in Seeking Safety trauma care, the Seven Challenges, the Community Reinforcement and Family Training (CRAFT), Motivational Interviewing, use of the Global Appraisal of Individual Needs Short Screener (GAIN-SS), the American Society of Addiction Medicine (ASAM) assessment and placement criteria, and Youth Support Services (YSS) transformative life skills coaching.

Infant Mental Health:

The goal of the Infant Mental Health Team (IMHT) is to provide infants, birth-to-three in PSD custody, with a coordinated process for assessment and treatment in order to promote permanency planning and positive developmental outcomes

BHS' Infant Mental Health Team (IMHT) target population is infants, ages 0-4 years, who are in foster care due to abuse or neglect. Services include comprehensive infant mental health assessments to help identify strategies and interventions to repair attachment-related regulatory and developmental challenges through Child Parent Psychotherapy, an evidenced base trauma informed clinical protocol. Infant Mental Health is also developmentally informed. The IMHT strives to develop positive, productive working collaborations between Protective Services, infant mental health specialists, early intervention (Part C) foster parents and the judiciary, so that the entire system is working on behalf of the best interest of the infant. The IMHT has impacted judicial decisions as well as PSD, foster parents, CASA, GAL's and respondent attorneys.

Infant Mental Health has also provided PSD a process of assessment to enable statewide intake as well as PSD Investigators with tools to assess infant's level of risk and safety if and when a referral is made. Furthermore, Infant Mental Health has provided input to PSD incorporating language to standardize procedures for Permanency Planning workers and Infant Mental Health clinical services. Presently the Infant Mental Health Teams are located in eight of New Mexico's Judicial Districts.

Community Behavioral Health Clinicians:

PSD is also working with BHS to address the delays in service array. CYFD has restructured its internal cadre of Community Behavioral Health Clinicians (CBHCs) to now serve a target population of PSD involved children and youth. CBHCs previously were in the Juvenile Justice Services Division and in fall 2016 were moved to BHS.

CBHCs are based in CYFD county offices statewide and will now serve as a resource to all PSD workers so that field staff may report when there are delays in the service array or when services are unavailable. BHS and PSD developed a joint protocol for collaboration with CBHCs that includes guidance on the following:

- Case consultations
- Types of cases that should be staffed with a CBHC:
 - Homeless youth
 - Out-of-home placements
 - Regular foster placement where additional clinical support is needed
- Process for crossover youth (open JJS case and in PSD custody)
- CBHC teaming for CYFD to coordinate the needs of the child/youth
- Out-of-home placement oversight

6. *Agency Responsiveness to the Community*

Item 31. State Engagement and Consultation with Stakeholders Pursuant to the CFSP and APSR:

The agency responsiveness to the community system is functioning statewide to ensure that, in implementing the provisions of the CFSP and developing related APSR, the state engages in on-going consultation with Tribal representatives, consumers, services providers, foster care providers, the juvenile court, and other public and private child and family serving agencies and includes major concerns of these representatives in the goals, objectives and annual updates of the CFSP.

Item 32. Coordination of CFSP Services with Other Federal Programs:

The agency responsiveness to the community system is functioning statewide to ensure that the state's services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

2018 APSR Update:

PSD was found to be in substantial compliance with agency responsiveness to the community. PSD was found to have successfully engaged stakeholders at the county and state levels. Examples of the state level are MDT's, CCIC, Tribal-State Consortium, JPAs, IGAs, and technical assistance with tribes and pueblos.

PSD has increased collaboration with the CYFD Behavioral Health Division to improve provider collaboration and overall services to children and families in New Mexico.

PSD will share the 2018 APSR with tribes and pueblos and will continue to collaborate in trainings, Title IV-B meetings, and workgroups. PSD will also share the 2018 APSR with the Administrative Office of the Courts, the CCIC, county offices, and will post the 2018 APSR on the CYFD website at www.cyfd.org.

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

Item 33. Standards Applied Equally:

The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds.

Item 34. Requirements for Criminal Background Checks:

The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the state complies with the 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.

Item 35. Diligent Recruitment of Foster and Adoptive Homes:

The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the 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 is occurring statewide.

Item 36. State Use of Cross-Jurisdictional Resources for Permanency Placements:

The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

2018 APSR Update:

As part of the CFSR, PSD was found to be in substantial compliance with two of the four items in the Foster and Adoptive Parent Licensing, Recruitment, and Retention systemic factor. PSD was not in substantial compliance with Items 35 and 36.

Structure Analysis Family Evaluation (SAFE) basic and supervisory training continues to be offered to PSD staff through contractual basis with CYFD. Child Placement Agencies and private investigators are invited to multi agency trainings and expected to keep up with the SAFE certification. Fidelity Reviews will continue to be conducted by the Consortium for Children to assist PSD and Child Placement Agencies identify areas of strengths and opportunities for improvement.

PSD continues to work on finalizing the Licensing Requirements for Foster and Adoptive Homes policy and procedures. These updates will reflect feedback from the licensing workgroup which included foster parents, child placement agencies and PSD staff. PSD will review these with youth prior to finalization.

PSD has streamlined the criminal background check (CRC) and child abuse and neglect check process. CRC applications are updated and CRC 101 training is ongoing for both PSD staff and Child Placement Agencies. PSD processes relative foster parents get fingerprinted within 24 hours of completing a fingerprint registration. Results are available within 48 hours. Providing CRC results earlier in the process helps staff make better placement decisions for foster children.

The 2017 foster parent conference, "Preserving Sibling and Relative Connections is Helping to Preserve a Life" was held September 15-15, 2017. During the conference, PSD regions held town halls to provide updated regional data and seek feedback on the data. The focus for the conference is to provide foster care providers with skills and information as on the importance of sibling relationships and relative connections. A Spanish track is also offered to Spanish speaking families.

The 2018 adoption conference, "Connection First, Family Forever; a Deeper Look at TBRI" occurred March 10 2018. The focus for the conference was provide a deeper understanding of the Trust-Based Relational Intervention (TBRI) concepts. Evaluations indicated the families appreciated the additional skills.

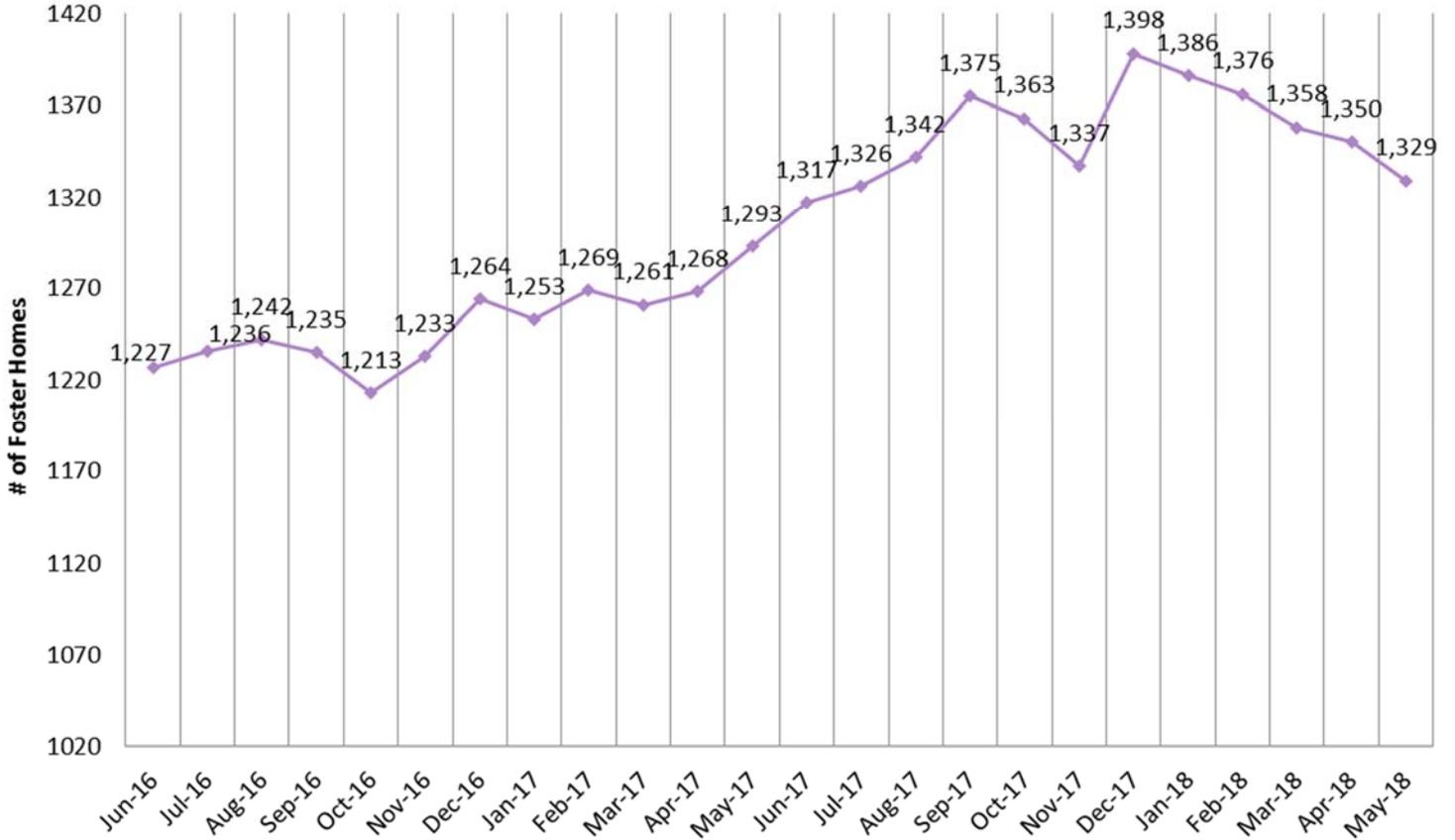
PSD has implemented targeted recruitment plans in every county for foster and adoptive families. The Foster Care and Adoptions Bureau continues to provide training and technical assistance to all counties as they develop and implement their targeted recruitment and retention plans. These specific areas are retention of current resource families, recruitment of additional resource families and response and retention of prospective families from inquiry to licensure. County based recruitment and retention teams have been formed and continue to meet monthly. Technical assistance by the Foster Care and Adoptions Bureau provides support, guidance, observation and examples of measurable plans. The Bureau provides ongoing feedback on the targeted plans.

PSD continues to support prospective foster and adoptive families through the Regional Resource Family Navigator Program. PSD currently has five internal Navigators that guides families through the licensing process with the primary goal of providing a support system to prospective foster and adoptive families that will assist them in navigating the child welfare system. PSD has worked to develop a support system that

would help guide, mentor and keep families engaged while helping them to experience a reduced length of time in achieving licensure. PSD is ending contractual services with navigators as data did not demonstrate a significant increase in foster parent licensure through these contracts. PSD internal navigators and placement workers will continue to support families.

Over the last year, PSD provided formal and informal ICAMA and ICPC training to PSD, Juvenile Justice Services and judicial partners. ICPC had an increase of 5% in home study requests July 1, 2016 to May 2017.

In January 2018 PSD implemented the National Electronic Interstate Compact Enterprise (NEICE) web based program in New Mexico. Based preliminary feedback, it appears that NEICE will shorten timelines by allowing electronic transmittal of information, thus decreasing costs of mailing and copying.



Source: source: pm02a01 reports

III. Update to the Plan for Improvement and Progress Made to Improve Outcomes

New Mexico underwent round three of the Child and Family Services Review (CFSR) from April 2015 to September 2015 and received its final report documenting the findings in December 2015. New Mexico was found to be in substantial conformity with only one of the seven outcomes; well-being outcome 2, children receive appropriate services to meet their educational needs. New Mexico was found to be in substantial conformity with two of the seven systemic factors; quality assurance system and agency responsiveness to the community. New Mexico met four of the seven statewide data indicators; maltreatment in foster care, permanency in 12 months for children in care 12-23 months; Permanency in 12 months for children in care for 24 months or more; and re-entry into foster care in 12 months.

Based on these findings, New Mexico entered into an approved Program Improvement Plan (PIP) with the Administration for Children and Families, Children’s Bureau in March 2017. New Mexico will have two years from the March 31, 2017 approval date to accomplish the strategies and activities outlined in the PIP.

In order to focus on those areas identified as needing improvement in the CFSR final report, PSD has revised the Plan for Improvement to mirror the PIP and will report on progress made toward PIP goals, strategies, and activities outlined in the PIP. PSD will also monitor progress made in achieving PIP goals set in the measurement plan.

Goal A: *Children are maintained safely in their home or in their foster care placements and will not experience repeat maltreatment.*

Strategies and activities contained in Goal A were developed to positively affect Safety Outcome 1, Item 1; Safety Outcome 2, Items 2 and 3; Permanency Outcome 1, Item 4; and Well-being Outcome 1, Item 12C.

Strategy A1: <i>Implement a pre-initiation staffing process to ensure timely initiation of investigation.</i>		
ACTIVITY	DUE DATE	PROGRESS
<i>Activity 1: Identify workgroup to include supervisors or managers to review and identify best practices/process related to pre-initiation staffing.</i>	6/30/2016	<p>Completed. A workgroup was formed consisting of a county office manager from each of the five regions, the program deputy director, and the policy and procedure coordinator. The group met on the following dates: 8/15/16, 9/26/2016, 10/17/2016, 11/7/2016 and 12/12/2016.</p> <p>6/30/18 Update: As a result of on-going feedback from investigation workers and supervisors, the workgroup met on June 12, 2018 to discuss any needed changes to the pre-initiation staffing. After reviewing feedback from investigation supervisors and workers, and feedback from survey monkey results the workgroup concluded:</p> <ol style="list-style-type: none"> 1) The pre-initiation process is a beneficial process for assisting workers and supervisors in completing comprehensive assessments of safety and risk. 2) The message to supervisors and workers completing the form need to be about discussion around pre-initiation strategies that warrant comprehensive safety and risk assessments, and it not about checking boxes on a form. 3) The form is a tool to guide and document discussion and decisions.

		<p>4) Supervisors need training in facilitating meaningful discussion around pre-initiation strategies and assessing safety and risk.</p> <p>5) The form needs to be updated to be more user friendly.</p> <p>6) A practice guide needs to be developed.</p> <p>7) Some minor procedure changes are needed.</p>
<p>Activity 2: Present identified practices/process to executive management for approval.</p>	<p>12/30/2016</p>	<p>Completed. A final draft of the procedure for pre-initiation staffing, along with the new pre-initiation staffing form was submitted to PSD executive management for review and approval. PSD executive management approved the procedure and form on 12/12/16.</p> <p>6/30/18 Update: Minor changes will be made to both the pre-initiation staffing procedure and form. The form will be completed by workers with the exceptions of two sections, discussion about initiation strategies and worker safety must be done by supervisor with the worker. Procedure updates also included discussion around the need for medical exams or forensic/safe house interviews, the need for the county office manager to conduct a “3+” staffing when the family has more than two referrals, and whether an FCM will likely be needed to gather more information to make better informed decisions regarding the safety and well-being of the child.</p>
<p>Activity 3: Implement process into procedure and training materials to roll-out process statewide.</p>	<p>6/30/2017</p>	<p>Completed. Finalized in Investigation procedure. Sent out to field staff via MFI on February 10th. Each county office manager who participated in the pre-initiation staffing workgroup trained supervisors in their respective regions. Updated procedure and accompanying forms posted to CYFD intranet.</p> <p>6/30/18 Update: PSD is working on issuing a Program Instruction Guideline to staff regarding proposed procedure and form changes. Training on the pre-initiation staffing process will be provided to supervisors around having meaningful discussion about pre-initiation strategies, not about checking boxes.</p>
<p>Activity 4: Develop survey and solicit feedback from field staff on pre-initiation staffing process.</p>	<p>9/30/2017</p>	<p>Completed. A survey created via survey monkey was sent to Investigation Workers, Investigation Senior Workers, Investigation Supervisors, and County Office Managers. The survey used a Likert Scale range of “very consistent” to “non-existent” for question 1, and use of narrative answers for question 2 and 3. The survey consisted of the following questions:</p> <ol style="list-style-type: none"> 1. How often does the practice of pre-initiation staffing occur in your county? 2. What do you find most helpful about pre-initiation staffing? 3. What would make the pre-initiation staffing a more useful or supportive practice? <p>6/30/18 Update: PSD surveyed investigators, supervisors, and county office managers about the implementation and efficacy of this strategy. 139 staff responded to the survey, 70% of the respondents were investigators and 30% were investigations supervisors or County Office Managers. 51.88% of the respondents reported that the face to face or phone pre-initiation staffing occurs consistently for every case or almost every case. 60% of the respondents reported that the staffing form is completed in every case, or almost every case.</p> <p>Most of the respondents described the practice as helpful in providing supervisory oversight related to initiation and assessment</p>

		strategies, overview of pertinent case history, and potential worker safety risks. Some of the survey respondents described the process of completing the form as overly technical and/or time consuming and generally found the actual meeting with the supervisor more beneficial than the form. In counties with high investigation caseloads the process has been challenging to implement as workers are being assigned multiple investigations at the same time.
Activity 5: Share survey results with PSD management and make recommend adjustments to pre-initiation staffing process as needed.	11/30/2017 and On-going	Completed. The results of the survey monkey will be on the agenda for the PIP Strategies and Activities Review meeting schedule for January 17, 2018. The purpose of this meeting is to review the PIP strategies and activities to evaluate whether or not these strategies and activities are impacting our CFSR measures. 6/30/18 Update: The results of the survey monkey were shared with PSD management during the PIP Strategies and Activities Review meeting. Results indicated that pre-initiation staffings are being done, but some staff felt the filling out the form was time consuming and spend more time filling out the form than holding an actual staffing. Staff stated they generally find pre-initiation staffings helpful, but would like to use a shorter form.

Strategy A2: Require on-going training for new and existing CPS field workers, supervisors and managers to improve knowledge and skills in safety assessment and planning to reduce repeat maltreatment.		
ACTIVITY	DUE DATE	PROGRESS
Activity 1: Identify a new safety assessment tools and safety planning model.	12/30/2017	Completed. PSD partnered with the National Council on Crime and Delinquency (NCCD) in October 2016 to begin taking steps toward shifting PSD's current safety practice and assessment tools toward a Safety Organized Practice approach. Throughout October and November of 2016, Phil Decter and Lynnã Harris from NCCD presented Safety Organized Practice to the CYFD Cabinet Secretary and a mix of PSD managers, supervisors, and workers. As a result of those meetings, PSD has chosen to move forward with utilization of the SDM model and Safety Organized Practice. Safety Organized Practice utilizes the Structured Decision Making (SDM) model in development of tools such as safety and risk assessments. NCCD will work with PSD in the implementation of Safety Organized Practice and the development of safety and risk assessment tools using the SDM model. PSD has contract with NCCD will include an annual validity assessment of the safety tool, on-going coaching and training to ensure correct use of the tool.
Activity 2: Train supervisors on safety organized practice model.	6/30/2017	Completed. PSD worked with NCCD through support from Casey Family Programs in offering a two day training to enhance supervisor practices skills under the Safety Organized Practice (SOP) model. Safety-Organized Skills and Approaches in Supervision is a two day training that was offered to all managers and supervisors across the state. This training provides supervisors with new engagement skills, and an introduction to tools such as the use of three column mapping and the Collaborative Assessment and Planning (CAP) framework. Trainings were held: April 27-28 in Albuquerque

		<p>May 8-9 in Rio Rancho June 12-13 in Los Lunas June 19-20 in Roswell June 22-23 in Las Cruces</p> <p>In addition to the two day supervisor training, a pilot training was conducted for those who supervisors that appeared to be “early adapters” of the Safety Organized Practice. A “T4T” was held for two days for selected supervisors and managers on June 15th and 16th in Los Lunas.</p> <p>6/30/18 Update: NCCD provided the two day Supervisory Training and CAP framework to all Supervisors from February 2018 to April 2018.</p> <p>An additional T4T on SOP overview was conducted in April 2018.</p> <p>PSD staff statewide will have completed the SOP overview by July 15, 2018.</p> <p>Ongoing coaching on the CAP framework has been provided to PSD staff starting in February 2018, and continuing through October 2018.</p>
Activity 3: Hire a project manager to assist in implementing safety organized practice.	11/30/2017	<p>Completed. The contract is on track for approval by second week of January. It is just pending final Department of Finance approval. An anticipated start date for the new project manager should be January 16, 2018 or sooner.</p> <p>6/30/18 Update: The Project manager contract was terminated by mutual agreement due to groundwork completed prior to the execution of his contract. The decision has been made that the PSD Program Deputy Director and Training Director will manage the implementation of safety organized practice.</p>
Activity 4: Finalize contract with NCCD to begin implementation of Safety Organized Practice and development and implementation of new safety assessment tool.	11/1/2017	<p>Completed. A contract has been put in place and NCCD has once again schedule meetings with PSD management on moving forward with the development and implementation of Safety Organized Practice and a new safety assessment tool.</p> <p>6/30/18 Update: PSD has entered into a multiple-year contract through FY 2019 with NCCD that now includes IT development.</p>
Activity 5: Implement new safety assessment tool and safety organized practice process into practice and train on materials statewide.	12/31/2018	<p>6-30-18 Update/In Progress. The Safety Assessment tool has been finalized. Inter-Rater Reliability testing occurred through March 24, 2018. Results will be shared with PSD management, next steps will be to validate the safety assessment tool. The new safety assessment tool will be implemented in November 2018, pending automation of the safety assessment and risk assessment tool.</p>

Strategy A3: Add requirement for monthly supervision and identify supervision process to improve worker knowledge, development and time management skills.		
ACTIVITY	DUE DATE	PROGRESS
Activity 1: Identify how ROM can assist monthly supervision.	5/31/2016 and On-going	<p>Completed. Use of ROM and data it provides to supervisors and managers regarding caseloads, un-substantiations versus substantiations, case closure, days in care, etc. continues to be topic of discussion in management meetings and monthly supervision.</p> <p>6/30/18 Update: PSD managers and supervisors continue to use ROM during supervision. The use of ROM amongst managers averages 85-93% monthly.</p>

<p>Activity 2: Provide Results Oriented Management (ROM) training to all field supervisors and county office managers.</p>	<p>12/30/2016 and On-going</p>	<p>Completed. The RAD Bureau continues to provide ROM training to county office manager and supervisors across the state. An In person training was provided to PSD Regional Managers by the Data Unit Manager on November 28· 2017.</p> <p>The RAD Bureau held a webinar for staff statewide on ROM updates on December 4· 2017 to go over changes in ROM. The Data Unit Manager is planning two more basic ROM training in the upcoming year, and then plans to provide basic ROM training for new staff bi-annually every year after.</p> <p>6/30/18 Update: The PSD Data Manager and Data Unit have been providing ROM trainings to county offices as requested per the county’s needs. Additionally, the Data Unit provided training during quarterly managers meeting and regional manager meetings.</p> <p>Over the last year, the Data Unit has used these trainings to gather feedback on what staff needs out of ROM. One of those needs is how to use raw data extracted from ROM. The Data Unit is planning on an August webinar on how to use this data.</p> <p>The Data Unit is also planning on providing ROM 101 training for new staff in the next year.</p>
<p>Activity 3: Develop a template to track one-on-one supervision and a mechanism to report back to county office managers and regional managers in order to improve accountability.</p>	<p>7/29/2016</p>	<p>Completed. The PSD data evaluation manager, developed a brief survey to track the frequency of supervision as well as professional development topics discussed during supervision. This survey was sent out in a link through “survey monkey” to PSD supervisors and managers on 9/9/2016.</p> <p>Additionally, the survey tracks barriers to supervision if it did not occur for any reason. PSD managers and supervisors were directed to complete the survey by the last day of each month for every person he or she supervises, even when supervision did not take place.</p> <p>6/30/18 Update: A minor modification was made to the process in that employee ID’s are now entered and can more easily be matched against quarterly personnel data to get a more accurate count of who is getting supervision and who is not.</p> <p>The reports to track supervision will be broken down by county and provided quarterly to PSD Management.</p>
<p>Activity 4: Develop a process to guide monthly supervision</p>	<p>6/30/2017</p>	<p>Completed. As mentioned in Strategy A2, Activity 1, PSD has partnered with NCCD through support from Casey Family Programs in rolling out training to enhance supervisor practice skills using Safety Organized Practice.</p> <p>Additionally, NCCD has assisted PSD in developing a process for supervision and engagement of children, families, and external stakeholders. Supervision occurs through three types of meetings: 1:1 Supervision; Case Consultation using the CAP framework; and Family Centered Meetings and Teaming Meetings. (See “Three Types of Settings or Meetings Supervision Can Occur” table above under Goal A)</p> <p>6/30/18 Update: PSD continues to link supervision to safety organized practice. 1:1 supervision between a worker and a supervisor continues to occur, focusing on individual case management and professional development. Group supervision occurs through on going case consultation using the CAP framework, and through 90 day case staffings that occur on permanency planning cases. Family Centered meetings and teaming meetings</p>

		<p>continue to occur in order to ensure cases are moving toward permanency and safety for children in a timely manner.</p> <p>Additionally, the new PSD Training Director will roll out a revised supervisory curriculum that will be offered through Foundations of Practice by June 30, 2018.</p>
<p>Activity 5: <i>Implement supervision process into procedure and training materials to roll-out process statewide.</i></p>	<p>3/31/2018</p>	<p>6-30-18 Update/In Progress. PSD has recognized the importance of linking safety to supervision. PSD has already built the groundwork for supervision as outlined in Activity 4 above. The PSD Program Deputy Director and Training Director have taken over the implementation of safety organized practice and have taken steps with NCCD to ensure that Safety Organized Practice is being incorporated into training materials and has already seen multiple training rolled out statewide. (See Strategy A2, Activity 2 above)</p> <p>The Safety Assessment tool has been through Inter-Rater Reliability testing, the next step will be to validate the tool. PSD expects the new safety assessment tool will be implemented in November 2018. Procedures regarding supervision and the safety assessment tool will be in place by November 2018.</p>
<p>Activity 6: <i>90% of county offices will have at least one STEP graduate that will support the use of ROM in their office. Impact of STEP will be measured through formal program evaluations and presented to PSD management.</i></p>	<p>11/30/2017</p>	<p>Completed. Cohort four graduated on November 9, 2017. This cohort captures nearly all counties. The only county that has not completed STEP are Sierra and Socorro counties.</p> <p>Butler completed a formal program evaluation, and evaluation of specific STEP innovations at the county level is on-going. The RAD bureau is planning quarterly check-in with STEP alumni in which they present updates to their evaluation plans. Management is always invited to attend these evaluation presentations, and information is shared during monthly CQI/PIP Go-to-Meetings.</p> <p>6/30/18 Update: Cohort five began in May 2017. All County Office Managers and Regional Managers who have not attended STEP will be required to attend.</p>

<p>Strategy A4: <i>PSD staff will improve communication and engagement with community providers to improve safety outcomes and reduce repeat maltreatment</i></p>		
<p>Activity 1: <i>Identify a workgroup to include supervisors or managers to review and identify best practices/processes related to “warm hand-offs,” to include a mechanism to assess the impact on repeat referrals.</i></p>	<p>2/27/2017</p>	<p>Completed. With assistance from PSD regional managers, the Community Services Bureau Chief invited PSD workers across all disciplines (Investigation, IHS, Permanency Planning, Placement, etc.) to participate in the warm hand-off work group. In addition to PSD employees, the work group includes two community based providers, PB and J and Roberta’s Place. PB and J serves families in Bernalillo and Sandoval Counties, and Roberta’s Place serves domestic violence victims and children in Cibola County. This group had their first meeting on February 20, 2017.</p>
<p>Activity 2: <i>Present “warm hand-off” process and assessment mechanism to PSD management for approval.</i></p>	<p>10/30/2017</p>	<p>Completed. The warm hand off workgroup finalized the process and procedure on August 25, 2017. The final draft of procedure was sent to PSD Executive Management and Office of General Counsel for final approval. Procedures were approved; final procedures with warm-hand off process in both Investigation and Permanency Planning procedures will be published on December 30, 2017.</p>

<p>Activity 3: <i>Implement warm-hand off process into procedure and training materials to roll-out statewide.</i></p>	<p>11/30/2017</p>	<p>Completed. The warm hand off workgroup finalized the process and procedure on August 25, 2017. The final draft of procedure was sent to PSD Executive Management and Office of General Counsel for final approval. Procedure were approved; final procedures with warm-hand off process in both Investigation and Permanency Planning procedures will be published on December 30, 2017.</p> <p>A Brown Bag meeting took place via Go-to-Meeting and in person regarding best practices in using warm hand-offs on September 29, 2017. PSD field staff in Albuquerque and surrounding metro area attended in person, while staff across the state were able to attend via Go-to-Meeting. Technical assistance and support is being provided to contracted community based providers.</p>
<p>Activity 4: <i>Assess impact of “warm hand-offs” on repeat referrals.</i></p>	<p>On-going</p>	<p>6-30-18 Update/In Progress. Family Support Services, In-Home Services, and Time Limited Reunification contracts with PSD contain requirements for ensuring that PSD worker, and contractor service provider engage the parent or family when a referral is made. The PSD Community Services Bureau will begin looking at the impact of repeat referrals in those counties with these contracted service providers in comparison to those counties that do not have these types of contracted services.</p> <p>Additionally, the Community Services Bureau Domestic Violence Unit staff has been providing technical assistance to contracted Domestic Violence agencies across the state on the positive impact of warm-hand offs with clients. Many of the Domestic Violence agencies have implemented warm-hand offs when making referrals for their clients. This is especially beneficial for survivors of domestic violence who need the extra support in seeking out the appropriate referrals to obtain safety and shelter.</p>
<p>Activity 5: <i>Review “warm hand-off” with PSD management and make adjustments as needed.</i></p>	<p>On-going</p>	<p>6-30-18 Update/In Progress The warm hand off process will be evaluated and adjusted as needed once it is rolled out statewide with Safety Organized Practice and Structured Decision Making Model.</p> <p>The warm hand off procedure will be reviewed to incorporate feedback from field staff and contracted providers as part of continuously improving this process.</p>
<p>Activity 6: <i>Implement Family Support Services in select counties.</i></p>	<p>9/30/2016</p>	<p>Completed. Contracts completed in:</p> <ul style="list-style-type: none"> Chaves County with CASA, executed on September 23, 2015. Dona Ana County with FYI, executed on September 23, 2015. Valencia and Bernalillo Counties with YDI, executed on July 1, 2016. Taos and Rio Arriba with Las Cumbres, executed on September 23, 2015. Santa Fe with Las Cumbres, executed on July 1, 2016. San Juan with Desert View, executed on July 1, 2016. <p>6/30/18 Update: Family Support Services (FSS) contractors in Bernalillo, Chaves, Dona Ana, Los Alamos, Sandoval, Rio Arriba, San Juan, Santa Fe and Taos counties continued to provide services to families to prevent child maltreatment and prevent reoccurring child maltreatment. Families with three or more CPS reports in one year or six or more reports in five years were targeted for these services.</p> <p>Over the last four years, CYFD has evaluated the effectiveness of its programs and initiatives to promote safe and stable families. Through data analysis, meeting with stakeholders, including CYFD</p>

		<p>field staff, community providers, families, and other governmental agencies, CYFD recognized the deficiencies in the current FSS, FPS, and TLR program design. Many of the deficiencies are related to the strict guidelines and eligibility criteria for each program, such as disallowing families to enroll in FSS/FPS when a child is placed in out of home care.</p> <p>Additionally, the FSS, FPS, and TLR programs were contracted to community based agencies through separate procurement processes. This limited the ability of agencies to be awarded all three programs if they were unable to hire licensed master’s social workers to mirror CYFD’s staffing requirements for In-Home Services. In addition, the rural communities in NM have a limited ability to hire qualified staff and meet the expectations of each contract, individually, as each contract requires a certain number of families to be served each year.</p> <p>Furthermore, high-needs families in NM often need extended support services to maintain stability. CYFD recognizes that family circumstances and needs fluctuate, requiring flexible programming to meet each family’s unique needs. CYFD recognizes that consolidating this process will better meet the needs of families, especially in rural areas.</p> <p>The combined contract will enable rural communities the ability to provide comprehensive services to a wider range of families in need of support. With the combined PSSF contract, NM will expand program eligibility to not only biological parents, but to other family members, fictive kin, or anyone pursuing guardianship and adoption. In addition, foster parents will be eligible to receive FSS and FPS in order to help them meet the high needs of the abused and neglected children in their care. It is hoped that this expansion will help retain qualified foster parents.</p>
<p>Activity 7: Contract with community providers for the development of Child Advocacy Centers in seven counties.</p>	<p>9/30/2016</p>	<p>Completed. Contracts completed in:</p> <p>Taos County with Community Against Violence executed on July 1st, 2016.</p> <p>Santa Fe County with Solace Crisis Treatment Center executed on July 1st, 2016.</p> <p>Bernalillo County with All Faiths executed on September 21st, 2016.</p> <p>Valencia County with Valencia Shelter Services executed on July 1st, 2016.</p> <p>Dona Ana County with La Pinon Sexual Assault Recovery Services of Southern New Mexico executed on July 1st, 2016.</p> <p>Otero County with Kids Incorporated executed on July 1st, 2016.</p> <p>Chaves County with CASA, executed on July 1st, 2016.</p> <p>Lea & Eddy Counties with SE New Mexico Child Advocacy Centers executed on July 1st, 2016.</p> <p>6/30/18 Update: New contracts starting July 1, 2018. New contracts were put in place to combine multiple funding sources, improve tracking of how state funding is utilized, and to improve tracking progress of contract performance measures for Child Advocacy Centers.</p>
<p>Revised Activity 8: Expand pilot Law Enforcement Portal out to</p>	<p>7/1/2018</p>	<p>Completed. The Law Enforcement (LE) Portal is up and running. The LE Portal is “read only” of FACTS and can be accessed via mobile devices. All uniform command staff with the New Mexico State</p>

<ul style="list-style-type: none"> • <i>Albuquerque Police Department/CACU (Crimes Against Children's Unit)</i> • <i>Albuquerque Police Department/RTCC (Real Time Crime Center)</i> • <i>Bernalillo County Sheriff's Office/Special Victims Unit</i> • <i>Uniform Division NM State Police District 5</i> • <i>Investigation Division NM State Police</i> • <i>Sandoval County Law Enforcement</i> • <i>Either Mesilla Valley Regional Dispatch Authority (MVRDA) or Las Cruces Police Department/NM State Police and Dona Ana Sheriff's Office.</i> 		<p>Police, as well as their dispatch team, have been trained on how to utilize the FACTS/SACWIS system in 'read only' mode. The following have been trained on how to use the LE Portal</p> <ul style="list-style-type: none"> • All-Albuquerque Police Officers with the Crimes Against Children Unit and their Liaisons • Albuquerque Police Department and Real Crimes Center. • Bernalillo County Sheriff's Office and their Crimes against Children's Unit (under same MOU) • New Mexico State University Police • Attorney General's Office • Rio Rancho Police Department • Hagerman Police Department • Department of Public Safety • Las Cruces Police Department
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Goal B: Children will have permanency and stability in their living situations.

Strategies and activities contained in Goal B were developed to positively affect Permanency Outcome 1, Items 4, 5, and 6; Permanency Outcome 2, Items 7, 8, 9, 10 and 11; Well-being Outcome 1, Items 14 and 15; and Systemic Factors Case Review System and Foster Parent Licensing, Recruitment and Retention.

Goal B strategies and activities were developed based on the progress made since the first submission of Plan for Improvement in the 2015-2019 Child and Family Service Plan (CFSP), and the results of the Child and Family Service Review. Development of Goal B strategies and activities also included information gathered from individual meetings with staff from the five regions within the state, information and data garnered from STEP (Striving Toward Excellence Program) and Office Hours experiments, and information learned from PSD's participation in the Diligent Recruitment grant.

Strategy B1: <i>Improve timeliness permanency for children in care through streamline case staffing process and data informed decision making.</i>		
ACTIVITY	DUE DATE	PROGRESS
Activity 1: <i>Revise procedure to include supervisor/worker staffing on all cases regardless of permanency plan every 90 days.</i>	11/30/2017	Completed. The 90 Day Case Staffing process was drafted into permanency planning procedures and sent to PSD Executive Management and Office of General Counsel for final approval. The procedure was approved; final permanency planning procedures with 90 Day Case Staffing process will be published on December 30, 2017. 6/30/18 Update: The 90 day case staffing process was incorporated into permanency planning procedures, PR 13 – Case Planning and issued to PSD staff on February 12, 2018. Casey Family Programs provided coaching to five counties to address the problem of children who linger in foster care for long periods of time.
Activity 2: <i>Meet with Court Improvement Project and Administrative Office of the Courts to identify barriers that impede case progress and gather input to aid case staffing process.</i>	12/31/2016 and On-going	Completed. Agency representatives are currently participating in a task force sponsored by the Court Improvement Project specifically mandated with assessing the barriers to permanency and developing strategies to address barriers. The group has evaluated data from the agency and the court's information system to assess potential systemic barriers to permanency and conducted a qualitative review of the system based on a sample of cases out of Bernalillo County. The group is developing strategies to address barriers in three court jurisdictions (2 nd , 6 th , and 12 th). CCIC has formed a sub group that is currently travelling around the state to identify potential barriers to permanency in the counties they visit, then to come up with strategies to improve time to permanency. 6/30/18 Update: PSD staff participated in a retreat for Children's Court Improvement Commission in May. Member of the CCIC worked on prioritizing work around ensuring timely permanency for children.
Activity 3: <i>Prioritize referrals to Time Limited Reunification providers to focus children with a reunification plan who have been in custody for 12 months or less.</i>	On-going	6-30-18 Update/On-going. An RFP was released for competitive bids to provide time-limited reunification services beginning in July 2017. TLR services began in late July 2017 after awards were finalized in Dona Ana, Lea, Bernalillo, Sandoval and Valencia counties and services continued in these counties in FY 18. In February 2018, the contract with the community based provider in Valencia County was terminated due to a lack of referrals meeting the required timeframe. Recognizing this challenge, with the combined RFP, CYFD is expanding its reunification services to include

		<p>children returning home from Foster Care or other out of home placements who are reunifying with their parents, other family members, or fictive kin, and anyone pursuing guardianship. In addition to this expansion, CYFD will maintain a focus on reunifying families in an expedited timeframe (less than 15 months) by retaining the TLR service model.</p>
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Strategy B2: <i>Increase number of licensed foster homes in all regions through target recruitment and improved customer service.</i>		
ACTIVITY	DUE DATE	PROGRESS
<p>Activity 1: <i>Track progress in reducing time frames to licensure with the launch of foster parent navigators.</i></p>	<p>On-going</p>	<p>6-30-18 Update/On-going. Tracking of licensure timeframes for potential licensed foster families continues to be monitored. Prospective families are not readily engaging in support services offered by navigators after foster parent applications are submitted. This is possibly due to the high turnover of the contracted navigators.</p> <p>Ongoing evaluation of the services provided by contracted navigators has proven not to be beneficial in reducing licensing timeframes for prospective families. Therefore, the contractual funding portion of this program will cease at the end of fiscal year 18. However, the agency full-time navigator employees in collaboration with agency placement staff will continue the responsibility of providing support services to prospective families. Support service efforts will continue to be provided by the navigator employee on a more regionally assigned basis.</p> <p>Navigator efforts including both employed staff and contracted were evaluated quarterly to measure timeframes of licensure achievement. In 2018:</p> <ul style="list-style-type: none"> • From January 2018 to March 2018 there were 55 families who achieved licensure. • Of the 55 families licensed this quarter 30 (55%) achieved licensure in less than 120 days. <p>PSD has also developed a Statewide Foster Care State Plan outlining goals to assist PSD in recruiting and retaining foster homes statewide. These goals include:</p> <p>Goal 1: Ensure FACTS Data is entered timely and accurately Goal 2: License Foster Homes within 120 Days Goal 3: Increase the Number of Licensed Foster Parent Homes Goal 4: Increase the Retention of Current Licensed Homes Goal 5: Train CYFD Placement Staff to help support Foster Parents</p> <p>The plan requires that data entry into FACTS is done timely and correctly to ensure that the information extracted for recruitment and retention plans is useful. This data is being monitored through various reports and addressed with each county when needed. The goal is to have each county based recruitment team (CBRT) meet on a monthly basis to develop and update their retention and recruitment plans (RRP). Meetings in each county have been taking place each month since January 2018. Feedback from these meetings are beginning to show service delivery gaps and where each county needs to improve.</p> <p>The plan also requires that PSD placement workers and supervisors receive job specific training on their various job assignments at the time of hire and throughout their career with CYFD. In March 2018 the agency hired a PSD Training Director and will soon be hiring regional trainers. The goal is to ensure that they have the skill set</p>

		<p>and resources to recruit and support foster and adoptive families. This includes licensing families within 120 days and maintaining a working relationship with licensed providers. PSD is in the process of developing a request for proposal for a web-based application / foster care software that will assist in tracking inquiries, have an online application for prospective foster parents, track application approvals, other required paper work until licensure. The goal is to cut down the amount of time PSD workers currently spend on completing paperwork to license a family so that they are able to spend more time building and maintaining working relationships with the prospective family and licensed families.</p>
<p>Activity 2: Provide quarterly technical assistance to county recruitment teams in the maintenance of their county target recruitment plans.</p>	<p>On-going.</p>	<p>6-30-18 Update/On-going. County Based Recruitment Team continue to meet monthly. The Foster Care and Adoption Bureau staff participates and provides feedback and guidance on data extraction, technical assistance, and strategy development. A statewide folder on the agency share drive was created for each county to save meeting minutes, staff sign in sheets, and recruitment and retention plans.</p> <p>In January 2018 the Foster Care Program Specialist met with each County Office Manager statewide to evaluate staff membership and participation in monthly County Based Recruitment Team meetings. Webinars were facilitated with each county office to identify barriers in the development and utilization of targeted recruitment planning concepts and worksheets. One barrier that was identified was difficulty with the data extraction required to complete the worksheets. There were discrepancies in data collection, and data was incorrectly entered into the agency database. It was determined that more training was needed, and that data collection needed to be consistent across the state.</p> <p>A small workgroup was created to review and make modifications to the targeted planning worksheets to align with agency data collection and to provide an evaluation component that will be beneficial to reporting on the goal achievement or barriers on a monthly basis. The worksheets are going through a final review and approval process. The revised worksheets were piloted in Luna and Sierra counties In May 2018. During the pilot it was identified that some minor changes are still necessary to help with data collection on worksheet #2. The workgroup will meet again in July 2018 to address the feedback and necessary changes to the worksheets that are still needed.</p>
<p>Activity 3: Contract with a company who has the ability to provide a self-service mechanism in which prospective foster parents can check the status of their application/ licensing process. If funding is not available, PSD will develop an alternative method of notifying foster parents about the status of their foster parent application or licensure process.</p>	<p>On-going.</p>	<p>6-30-18 Update/On-going. PSD is in the process of developing a request for proposal for a web-based application / foster care software that will assist in tracking inquiries, have an online application for prospective foster parents, track application approvals, other required paper work until licensure. The goal is to cut down the amount of time PSD workers currently spend on completing paperwork to license a family so that they are able to spend more time building and maintaining working relationships with the prospective family and licensed families</p>
<p>Activity 4: Create and launch a blended learning platform for RAFT to provide more flexibility in initial training for new foster parents.</p>	<p>On-going</p>	<p>6-30-18 Update/On-going. PSD implemented RAFT online as a blended learning curriculum for prospective foster and adoptive families with a statewide implementation beginning January 2017. The blended curriculum continues to give foster and adoptive families another training option in the licensing process. The website</p>

		<p>will continue to provide additional resources for families. PSD added Safe-Sleep E-Learning to the curriculum. As part of the PIP, PSD plans to add two more lessons which will include sibling relationships and relative connections. The website is not yet available in Spanish, however, the goal is to have it ready by the end of next fiscal year.</p> <p>The Foster care and adoptions will be working with the Research Assessment Data Bureau to develop a survey for staff and foster parents. The survey will evaluate the effectiveness of the blended curriculum.</p>
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Strategy B3: <i>Increase retention of trained and licensed foster parents.</i>		
ACTIVITY	DUE DATE	PROGRESS
<i>Activity 1: Utilize tracking of newly licensed and existing foster parents to identify those counties needing resources and technical support in foster parent retention; and assist in on-going evaluation of target recruitment plans.</i>	3/31/2017	<p>Completed. The PSD Data Unit has created a monthly report that tracks, by region and county, the number of families who achieve licensure as well as families who discontinue providing foster care services. This is presented as a six-month trend so that navigators, placement staff, and managers can assess retention patterns. The Data Unit provides technical assistance to counties wishing to survey foster care providers about issues related to customer service, agency communication, and training needs.</p> <p>6/30/18 Update: This information continues to be provided to counties in the monthly desktop report, it is broken down by county, and includes relative foster parents, non-relative foster parents, and tracks new and discontinued foster care providers.</p>
<i>Activity 2: Increase placement workers in select counties to decrease caseload.</i>	2/28/2017	<p>Completed. In FY 2017, PSD received 13 new Placement Worker position. These positions were distributed to the following county offices:</p> <p>Bernalillo County Offices: 1 CPS Placement Supervisor and 4 CPS Placement Senior Workers</p> <p>Santa Fe County Office: 1 CPS Placement Senior Worker</p> <p>Taos County Office: 1 CPS Placement Senior Worker</p> <p>Dona Ana County Office: 1 CPS Placement Senior Worker and 1 CPS Placement Case Worker</p> <p>Luna/Hidalgo County Office: 1 CPS Placement Senior Worker</p> <p>Otero County Office: 1 CPS Placement Senior Worker</p> <p>McKinley County Office: 1 CPS Placement Senior Worker</p> <p>Valencia County: 1 CPS Placement Senior Worker</p>
<i>Activity 3: Standardize placement worker responsibilities statewide to optimize support to foster parents.</i>	12/30/2017	<p>Completed. PSD has started the standardization of placement workers responsibilities by providing Placement 101 training for all five regions. The training was provided by the PSD Foster Care and Adoption Bureau and aimed at Placement Supervisors and County Office Managers who directly supervise placement work. The training outlined the roles and responsibilities of placement workers and also included an overview of the role of adoption consultants, the process for completing Criminal Record Checks (CRC), and the process for Interstate Compact for the Placement of Children (ICPC) requests.</p> <p>Trainings were held: Region 1: 3/3/2017</p>

		<p>Region 2: 2/21/2017</p> <p>Region 3: 2/24/2017</p> <p>Region 4: 2/16/2017</p> <p>Region 5: 2/17/2017</p> <p>6/30/18 Update: A workgroup was created in March 2018 with placement supervisors from each region to review and align agency job descriptions for all placement positions. The workgroup is responsible for updating placement employee job assignments and ensure that all evaluation tasks are aligned with agency policies and encompass the “Back to Basics” strategic planks.</p> <p>The workgroup has recently finalized the review of the Placement Supervisor, Placement Worker, Placement Specialist and Adoption Consultant positions. They will be reviewing the Navigator employee evaluation in July 2018. This group will also be reviewing and updating agency procedure in regards to placement services and licensing standards for foster and adoptive homes.</p>
<p>Activity 4: Use Pull Together campaign as a resource for foster families in utilizing city, county and private partners to provide free or low cost recreational activities to foster parents.</p>	<p>3/31/2017</p>	<p>Completed. The Pull Together website is designed to be a simple navigation tool for resources such as parenting tips, services in communities and family activities. This same website will have information on volunteer opportunities, #SAFE, foster children backpack donation program, foster and adoption as well how to work for CYFD.</p> <p>Pull Together has also enlisted libraries and community agencies across the state to be ‘community hubs’ that parents and families can go to, to get more information of services in their community and link to free or discounted family outdoor activities through the New Mexico State Parks Department. By creating one hub for resources, contact information, pamphlets, community outreach and services will ease the difficulty in finding information that families need and provide fun activities for parents and children</p>

<p>Strategy B4: Support and preserve family connections for children, and increase safe and appropriate kinship placements for children in foster care.</p>		
ACTIVITY	DUE DATE	PROGRESS
<p>Activity 1: Work with Capacity Building Center for States to diagnose challenges in agency culture that will require a shift in practice within Protective Services Division in making family connections a prior for children in foster care</p>	<p>10/31/2016</p>	<p>Completed. Met with the Capacity Building Center for States (CBCS) on 6/21/16 in Santa Fe to discuss obtaining technical assistance on Safety Assessment and other PIP items.</p> <p>On 7/8/16, the CBCS sent first work plan to PSD executive management for review. On July 28, PSD executive management met to review work plan and made the decision to ask for assistance in improving connections for children in foster care with siblings and families, and in ensuring that children in foster care receive timely medical and dental assessment and follow through with recommendations.</p> <p>On 8/15/2016, a conference call was held with CBCS to narrow down the work plan to the two PIP areas of improving connections and ensuring medical and dental care and follow up.</p> <p>On 9/30/16, the CBCS sent an approved updated work plan.</p> <p>On 10/18/2016, PSD management and CBCS met in Santa Fe to discuss diagnoses of the two PIP areas, work plan, and next steps to hold peer interviews/discussions in the five regions. The</p>

		<p>representative from CBSC, Chauncey Strong, would be heading up the PIP activity regarding preserving connections for children in foster care, specifically preserving sibling connections. Mr. Strong set up peer interviews with PSD field staff, supervisors, county office manager and regional manager from all five regions in November of 2017.</p> <p>On 12/9/2016, PSD management met with CBSC to discuss results of peer interviews/discussions held in the five regions. It was determined that as a result of those peer interviews/discussions that there was need to bring Treatment Foster Care Agencies and Child Placement Agencies into the PSD's effort to making relative and sibling connections a priority for children in foster care.</p> <p>It was also agreed upon by CBSC and PSD to set up peer to peer calls with Tennessee and Alabama to share their practices in maintaining relative and sibling connections. In addition to the peer calls, "champions" were selected from each regions to provide best practices around the state regarding maintaining relative and sibling connections.</p>
<p><i>Activity 2: Based on information gathered from Activity 1, develop strategies and implementation changes in practice in engaging relatives</i></p>	<p>On-going</p>	<p>6-30-18 Update/On-going. The Relative Connections Team was formed in January 2018. The goal of this group is to improve overall communication, engagement and connections for relatives involved with PSD.</p> <p>Four subgroups were developed and include the following:</p> <ol style="list-style-type: none"> 1. Culture and Climate workgroup, this group will identify the culture of the agency and considerations that impact decision making in relative placements. 2. Policy and Procedure workgroup, this group will be examining policies and procedures relative to relative engagement. 3. Data workgroup, this group will dive deeper into the agency data surrounding relative placement. The group in collaboration with the CBSC developed a survey for supervisors with the objective of learning differences and similarities across counties in the areas of Initial Relative Assessments, genograms, ice breakers, relative search, worker attitudes, culture, and supports. The survey is slated to go out the first week of July 2018. Survey results will be analyzed and presented to all team members at the end of July 2018. Results will help PSD create a theory of change and subsequently program development and evaluation. 4. Messaging Workgroup, the charge of this group is to examine how relative connections is messaged throughout policy, procedures, differences amongst regions and counties. Results from the survey will assist the group in drafting messages that will ultimately convey the work of the entire team. <p>Chauncey Strong with the CBCS provided two presentations during the 2018 Children's Law Institute. The workshops were "Unpacking the No" which addressed the importance of permanency and provided an overview of national data on older youth in foster care, major policy changes in foster care, definition of permanency, concept of permanency for youth, and strategies on how to change an initial "no" to permanency to "yes."</p>

		<p>“My Brother’s Keeper” This workshop discussed sibling connections in foster care. It highlighted the value of sibling connections and presented strategies to successfully address sibling issues.</p> <p>PSD and BHS collaborated in FY 18 to develop and implement three sibling camps to ensure siblings who were not placed together had an opportunity to visit each other. Sibling Camps were provided by Santa Fe Mountain Center-a therapeutic adventure program. One sibling camp occurred in the northeast region and two sibling camps took place in Bernalillo county. All youth surveyed stated they enjoyed the camp and would attend again. The plan for FY 19 is to provide four sibling camps.</p>
<i>Activity 3: Work with stakeholders to develop an advisory group to assist PSD in the ensuring relative connections are a priority within the division</i>	12/30/2017	<p>6-30-18 Update/In Progress. This activity is ongoing and continues to be in the work plan with the CBCS as part of the development and implementation of the relative connections team.</p>
<i>Activity 4: Focus on increasing initial placement and on-going placement with relatives when appropriate and safe.</i>	7/28/2017	<p>Completed. PSD management has presented at manager meetings and regional meetings about the need to shift focus back to initial placement with relatives. Regional managers have impressed upon their county office managers the importance of placing children with relatives. PSD executive management has also required regional and county office managers to review their data using ROM, and county office practices related to relative placement with staff as part of supervision.</p> <p>More staff are cross trained in SAFE training and in how to complete an initial relative assessment.</p> <p>6/30/18 Update: PSD staff continue to attend SAFE training. In FY 18, 65 PSD staff attended the SAFE basic and supervisory training.</p> <p>In the upcoming fiscal year, SAFE refresher training will also be available to PSD staff. This training is intended to provide a review of SAFE process. It will also include a review of SAFE Supervision and a break down each individual step of SAFE Supervision. The goal is to enhance the skills of the home study writers and supervisors.</p>
<i>Activity 5: Provide training to foster parent in understanding the impact and significance of preserving connections for children through RAFT and menu of on-going training options for foster parents</i>	12/31/2017	<p>Completed. The training for in understanding the impact and significance of preserving connections for children is complete, and placement staff will be offering it to all foster parents 2017/2018 as mandated training for foster parent. This training will be incorporated into RAFT training for prospective foster and adoptive families.</p> <p>This training curriculum was also provided to the Child Placement Agencies, Treatment Foster Care Agencies, and Community Homes.</p> <p>In the upcoming year, the Capacity Building Center for States will be providing technical assistance to PSD workers around best practices for maintaining sibling and relative connections.</p> <p>6/30/18 Update: PSD’s foster parent mandated training was Keeping Siblings Together and Relative Connections. This training will be added to RAFT preservice training after the Relative Connections Team and the Sibling Teams make final recommendations for the training.</p>

Strategy B5: <i>Improve frequency and quality of visitation.</i>		
ACTIVITY	DUE DATE	PROGRESS

<p>Activity 1: Scale out practice (Chaves County Experiment) of visiting parents in their living situations monthly region by region until fully implemented statewide</p>	<p>By Region: SE – 4/30/16 Metro – 6/1/16 NW – 6/30/16 NE – 7/30/16 SW – 7/30/16</p>	<p>Completed. PSD has started the roll out of the worker-parent visitation strategy based on a Chaves County Office Hours experiment. A Program Instruction Guideline (PIG) was sent out to county offices across the state to provide guidance on the worker-parent visitation strategy on June 20, 2016. PSD was planning on having a tracking mechanism for these worker-parent visits in FACTS, similar to what is currently in FACTS for worker-child visits. In the meantime, counties have been making efforts to track visits manually. CYFD Information Technology is aware of the need to make changes to FACTS to allow for the worker-parent visits, however, competing priorities and dwindling resources have delayed the FACTS change. Once the tracking process is completed in FACTS, the PIG regarding worker-parent visits will be written into policy and procedure and will include steps to entering these visits into FACTS.</p> <p>6/30/18 Update: PSD is now able to collect monthly data reports and monitor these visits. There has been a slow, but steady increase in the number of documented visits since data reporting became available. In August 2017, 21.2 % of parents with reunification plans were visited in their homes and in December 2017, 24.7% of parents were visited. In April 2018, 29.2% of parents were visited in their home. PSD continues to focus efforts on improving engagement skills and addressing worker safety concerns related to this practice through ongoing training.</p>
<p>Activity 2: Track to ensure that parents are visited in their living situation every month by the worker</p>	<p>12/30/2017</p>	<p>Completed. Tracking is sent out twice monthly to each the Regional Manager, County Office Manager and PSD executive management. PSD management are to keep track to ensure that visits are occurring.</p> <p>The FACTS window to track worker/parent visits was launched in December 2016 and the report was launched in August 2017. The report is functioning as designed.</p> <p>6/30/18 Update: Tracking of worker/parent visits continue to be sent to PSD management.</p>
<p>Activity 3: Revise procedure to amend worker/child visitation include “alone time” between the worker and children in foster care</p>	<p>6/30/2017</p>	<p>Completed. Added to permanency planning procedures:</p> <ul style="list-style-type: none"> PR 19 – <i>Visitation</i>; Paragraph 11 – <i>Worker-Child Visits</i>. <p>Revised Permanency Planning Procedures will be sent out to the field in early September that will include the requirement for alone time visits.</p>
<p>Activity 4: Include the re-evaluation of sibling separation as part of the implementation of supervisor/worker staffing on all cases regardless of permanency plan every 90 days</p>	<p>11/30/2017</p>	<p>Completed. The 90 Day Case Staffing process, which includes the requirements for re-evaluation of sibling separations, was drafted into permanency planning procedures and sent to PSD Executive Management and Office of General Counsel for final approval. The procedure was approved; final permanency planning procedures with 90 Day Case Staffing process will be published on December 30, 2017.</p> <p>6/30/18 Update: The 90 day case staffing process was incorporated into permanency planning procedures, PR 13 – Case Planning and issued to PSD staff on February 12, 2018.</p>
<p>Activity 5: Implement special population review protocol to assess frequency and quality of sibling visitation to include the re-evaluation of sibling separation</p>	<p>Beginning 6/30/2017 and On-going</p>	<p>Completed and Ongoing. The review focuses on items 8 and 14 of the CFSR On Site review instrument. A random sample of children are selected for review. The sample was stratified to include both children placed in family settings and those placed in non-family settings. There is a three month period under review. The review of the metro region was completed in June 2017. A final report was</p>

		<p>issued and a debriefing held with executive management and county leadership.</p> <p>The SW region review was completed in September 2017 and a final report issued in October 2017. A random sample of 40 children were selected for review. The sample was stratified to include both children placed in a family setting and those placed in non-family settings. A debriefing was held with executive management and county leadership.</p> <p>The NW region review is currently underway and scheduled to be complete by the end of January 2018. The NE and SE regional reviews are scheduled to be complete by June 2018.</p> <p>6/30/18 Update: The QA Unit is in the process completing the NE and SE regional review. Results of the review will be shared with regional managers and PSD executive management.</p>
<p>Activity 6: Use data from special population review inform supervisors, managers, and bureau chiefs</p>	<p>On-going</p>	<p>6-30-18 Update/In Progress. Results of the special population review will be shared with regional managers and PSD executive management.</p>

Goal C: *Foster and birth parents have enhanced capacity to provide for their children’s needs and children will receive services to meet their physical and mental health needs.*

Strategies and activities contained in Goal C were developed to positively affect Well-being Outcome 1, Items 12 and 13; Well-being Outcome 3, Items 17 and 18; and the Systemic Factor Service Array and Resource Development.

Goal C strategies and activities were developed based on the progress made since the first submission of Plan for Improvement in the 2015-2019 Child and Family Service Plan (CFSP), and the results of the Child and Family Service Review. Development of Goal C strategies and activities were also based on information gathered from individual meetings with staff from the five regions within the state, the Cabinet Secretary’s strategic plan, and PSD’s on-going partnership with the CYFD Behavioral Health Division.

Strategy C1: <i>Improve access to behavioral health services for children and families.</i>		
ACTIVITY	DUE DATE	PROGRESS
<i>Activity 1: Review findings and recommendations as a result of the white space study collaboration between CYFD Behavioral Health Services and New Mexico Legislative Finance Committee</i>	7/31/2017	<p>Completed. CYFD Behavioral Health Services (BHS) co-authored with the Legislative Finance Committee and Human Services Department/Behavioral Health Services Division the “Children’s Behavioral Health Legislative Finance Committee Results First Audit,” reviewing children’s behavioral health services in NM and making recommendations for next steps. The report was presented on June 7, 2017.</p> <p>6/30/18 Update: In SFY’18 BHS, through funding from multiple SAMHSA grants, developed a web-based geo-map of children’s behavioral health services. The geo-map includes the array of publicly funded behavioral health services (through Medicaid and CYFD State General Funds), PSD contracted services, Juvenile Justice Advisory Committee (JJAC) funded services, and an array of individuals or providers that specifically service the CYFD involved population, as identified by BHS Community Behavioral Health Clinicians (CBHCs). BHS collaborated with PSD Contract Staff to identify and map PSD funded services and contractors. This effort is assisting in identifying service gaps and needs statewide as BHS advocates for a comprehensive service array with its Behavioral Health Collaborative partners, to include the Human Services Department, Public Education Department, and the Department of Health.</p> <p>Additionally, CYFD has developed and supported the Pull Together initiative (PullTogether.org) as a resource where staff, providers, community members, family members and youth can identify and locate services and non-clinical supports in their local communities.</p>
<i>Activity 2: Develop flow charts, desk reference guide for navigation of managed care organizations</i>	12/31/2016	<p>Completed. Behavioral Health Services (BHS) developed a Navigating Managed Care Organizations (MCOs) training at the request of PSD. This training provided specific steps and information related to PSD field workers navigating the NM MCO system. The goal of this training is to enhance skills through a comprehensive workshop addressing current and past obstacles Protective Services staff have had to face in advocating for children in PSD custody.</p> <p>Handouts included:</p> <ul style="list-style-type: none"> • Tool Kit with each of the four NM MCO Clinical Director’s contact information

		<ul style="list-style-type: none"> • CYFD BHS Licensing and Certification Authority (LCA) contact information • BHS staff contact information • Protective Services: Bureau Chief contact information • Centennial Care hand out with information on contacts. <p>6/30/18 Update: In lieu of providing additional Navigating MCO trainings in FY18, BHS Community Behavioral Health Clinicians (CBHCs) and Licensing and Certification Authority (LCA) staff provided support to PSD staff by assisting in addressing systems barriers.</p>
<p>Activity 3: <i>In conjunction with Behavioral Health Services, provide each county with information on the navigation of managed care system as well as contact information for each managed care organization, and provide on-going training to PSD field staff</i></p>	6/30/2017	<p>6-30-2018 Update/On-going. BHS will complete refresher training on Navigating Managed Care Organizations (MCO) in Summer of 2018.</p> <p>All counties have a Community Behavioral Health Clinician (CBHC) who has knowledge of how MCO's operate. CBHC's now have office hours to provide technical assistance and training to workers.</p> <p>With the assistance of the CBHC's, workers are able to more proactive in addressing behavioral issues that may lead to children disrupting from a placement. Workers are learning to look for red flags occurring in the homes, then work with foster parents on how to provide resources to stabilize those kids in their current foster homes.</p> <p>CBHC's are also staffing cases with workers on those children who have been in treatment foster care for long periods of time. CBHC's have begun to look at least restrictive settings for children in foster care with identified behavior issues.</p>
<p>Activity 4: <i>Work with Behavioral Health Services to provide dedicated email address to PSD field staff, so that field staff may report when there are delays in the service array or when services are unavailable</i></p>	7/31/2017	<p>Completed. In lieu of a dedicated email address, CYFD has restructured its internal cadre of Community Behavioral Health Clinicians (CBHCs) to now serve a target population of PSD involved children and youth. CBHCs previously were in the Juvenile Justice Services Division and in fall 2016 were moved to BHS. CBHCs are based in CYFD county offices statewide and will now serve as a resource to all PSD workers so that field staff may report when there are delays in the service array or when services are unavailable. This is a more direct and effective means of addressing service access issues than a dedicated email address.</p> <p>6-30-2018 Update: PSD continues to work with BHS to address the delays in service array. BHS and PSD developed a joint protocol for collaboration with CBHCs that includes guidance on the following:</p> <ul style="list-style-type: none"> • Case consultations • Types of cases that should be staffed with a CBHC: <ul style="list-style-type: none"> ○ Homeless youth ○ Out-of-home placements ○ Regular foster placement where additional clinical support is needed • Process for crossover youth (open JJS case and in PSD custody) • CBHC teaming for CYFD to coordinate the needs of the child/youth • Out-of-home placement oversight
<p>Activity 5: <i>Based on feedback from dedicated email address in activity 4, Protective Services will work with Behavioral</i></p>	11/30/2017	<p>Completed. BHS continues to collaborate with PSD to identify gaps and mitigate barriers. BHS has developed a resource geo-map for PSD staff to map available behavioral health services and supports. This was presented to CYFD Cabinet Secretary, BHSD Cabinet</p>

<p>Health Services to identify gaps and mitigate barriers</p>		<p>Secretary and DOH Cabinet Secretary on December 11, 2017. CYFD PSD Director was present for this meeting.</p> <p>The geo map will allow for further identification of service gaps. CBHCs and BHS staff will continue to mitigate barriers as they arise.</p> <p>Furthermore, BHS has advocated for funding, expansion and sustainability of multiple services and support to address existing gaps in the children’s behavioral health system, to include inclusion of High-Fidelity Wraparound, Family Peer Support and Youth Peer Support in the 1115 Waiver Renewal Concept paper (http://www.hsd.state.nm.us/uploads/files/CC%20%200%20Concept%20Paper_FINAL.pdf) and inclusion of High-Fidelity Wraparound in Health Home implementation.</p>
<p>Activity 6: Behavioral Health Services will reach out to existing service providers identified through dedicated email service described in activities 4 and 5, to provide technical assistance and training to support expansion of services</p>	<p>1/31/2018</p>	<p>6-30-2018 Update: PSD continues to work with BHS to address the delays in service array. BHS and PSD developed a joint protocol for collaboration with CBHCs that includes guidance on the following:</p> <ul style="list-style-type: none"> • Case consultations • Types of cases that should be staffed with a CBHC: <ul style="list-style-type: none"> ○ Homeless youth ○ Out-of-home placements ○ Regular foster placement where additional clinical support is needed • Process for crossover youth (open JJS case and in PSD custody) • CBHC teaming for CYFD to coordinate the needs of the child/youth • Out-of-home placement oversight

<p>Strategy C2: Implement NM Wraparound CARES; provide training to support implementation and improve parental engagement in case planning</p>		
ACTIVITY	DUE DATE	PROGRESS
<p>Activity 1: Provide Wraparound facilitator training in targeted areas</p>	<p>6/30/2017</p>	<p>6-30-18 Update/On-going. CYFD BHS was awarded a Substance Abuse and Mental Health Services Administration (SAMHSA) Systems of Care and subsequent Systems of Care Expansion grant (currently in year three of the four year grant) to develop and implement a sustainable Wraparound model for New Mexico; New Mexico Wraparound CARES (Comprehensive, Accessible, Responsive, Effective, and Strengths-Based). The New Mexico Wraparound CARES Immersion Program follows a training and coaching model. This intensive training and oversight prepares each participant to function fully and independently as a Wraparound Facilitator. Through the SAMHSA systems of care Expansion grant, BHS funds a Wraparound Unit consisting of two Wraparound Coordinators. This team provides training and a structured coaching process to Wraparound Facilitators both internal to the Department and externally with providers.</p> <p>In SFY’18 BHS finalized High-Fidelity Wraparound Facilitator credentialing with the NM Credentialing Board for Behavioral Health Professionals (NMCBBHP), to include the protocols for training, coaching, ethics, exams, and re-certification. In SFY’18, ten Wraparound Facilitators passed the NMCBBHP Wraparound</p>

	<p>credentialing exam; two of the ten were PSD staff. Eight additional Wraparound Facilitators will be invited to take the exam in June 2018.</p> <p>BHS is implementing two High-Fidelity Wraparound care management structures for children with complex behavioral needs and their families: (1) External structures through collaboration with behavioral health providers, as well as a collaborative demonstration project collaboration with a Managed Care Organization (MCO) and Provider and through two CareLink New Mexico Health Homes; and (2) Internal CYFD structure through dedicated positions within its Juvenile Justice Services (JJS) division.</p> <p>BHS continues to partner with two Managed Care Organizations and a provider in Bernalillo County to implement a demonstration of the High-Fidelity Wraparound Delivery and Financing Model to serve high-need and high-risk children, youth, and their families. In this model, the provider is paid a per-member, per-month (PM/PM) payment that includes a specific package of services and is sufficient to cover the costs of intensive care coordination and related activities. In January 2018, the target population for this initiative was expanded to include PSD's Youth Services Bureau to implement Wraparound with youth transitioning out of foster care, ages 18-21 years. This initiative was targeted to serve up to eighty PSD involved children and youth; fifty-one PS-involved children and youth have been enrolled since spring 2017.</p> <p>New Mexico began implementation of High-Fidelity Wraparound in two Health Homes on April 1, 2018. Health Homes are part of CareLink New Mexico (CLNM), a program to coordinate the integration of care for Medicaid beneficiaries with a diagnosis of Serious Mental Illness (SMI) and/or Severe Emotional Disturbance (SED). Health Home services include Comprehensive Care Management, Care Coordination, Prevention and Health Promotion, Comprehensive Transitional Care, Individual and Family Support Services, and Community and Social Support Service Referrals. Through intensive Care Coordination, the CLNM Health Home will establish multidisciplinary teams for each member to develop integrated service plans that address behavioral health needs and all co-morbidities. Two of these Health Home sites will be using High Fidelity Wraparound as the care coordination model for vulnerable children and youth who meet the eligibility criteria. The two Health Home providers are Mental Health Resources (covering Quay, De Baca, and Roosevelt Counties) and the Guidance Center of Lea County (covering Lea County). The goals of the CLNM Health Homes are to:</p> <ul style="list-style-type: none">• Promote acute and long term health;• Prevent risk behaviors;• Enhance member engagement and self-efficacy;• Improve quality of life for individuals with SMI/SED; and• Reduce avoidable utilization of emergency department, inpatient and residential services <p>As a complement to High-Fidelity Wraparound, CYFD developed a Family Peer Support model, to include curriculum development, training, implementation and certification. Family Peer Support Workers are primary caregivers who have "lived-experience" of being actively involved in raising a child who experiences emotional, behavioral, mental health and/or substance use challenges. This</p>
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		<p>includes young people with neurobiological differences as well as those diagnosed with a serious emotional disorder or substance abuse disorder. Family Support Specialists have experience navigating child-serving systems and received specialized training to empower other families who are raising children with similar experiences. The Family Peer Support Worker uses a strengths-based and culturally sensitive approach that recognizes individual youth and family identity, cultural history, life experiences, beliefs, and preferences. CYFD began training Family Peer Support Workers, Supervisors and Trainers in spring 2018. CYFD developed Family Peer Support Worker Certification through the New Mexico Credentialing Board of Behavioral Health Professionals. The first FPWS exam occurred in June 2018.</p>
<p><i>Activity 2: Provide trainings that support staff participation in Wraparound statewide: NM CARES Decision Making, Youth Engagement and Family Engagement</i></p>	<p>6/30/2017</p>	<p>6-30-18 Update/On-going.</p> <p>NM CARES Decision Making: BHS provided a NM CARES Decision Making training face-to-face at each PSD field office statewide in SFY'17. This teaming model teaches participants to seek to understand the unique culture of each family and respect who they are individually. It is the families themselves that lead us to understand and their voice is paramount and choice in their treatment is heard and taken under advisement.</p> <p>Participants in the NM CARES Decision Making process learned:</p> <ul style="list-style-type: none"> • The necessary skills and behaviors that effectively engage other team members • His/her strengths as a facilitator and opportunities to improve skills • Strategies, skills and behaviors needed to effectively engage youth and families • Effective facilitation skills to use with teams • Tools and strategies to use when facilitating a meeting or participating in a meeting <p>In addition to the training, BHS also provides technical assistance to PSD staff, including co-facilitating team decision making meetings with PSD staff as needed. A laminated tool kit was distributed to each PSD staff that described specific steps in how to run a NM CARES Decision Making meeting.</p> <p>In last quarter of SFY'18, BHS met with PSD and the Professional Development Bureau, taking lessons learned from the initial NM CARES Decision Making training to explore development of a teaming training for PSD supervisors. BHS will continue to collaborate with PSD and the Professional Development Bureau to implement this training in SFY'19.</p> <p>High-Fidelity Wraparound 101: BHS provided Wraparound 101 training to PSD staff statewide. The Wraparound 101 training is designed to introduce the Wraparound process. It explains Wraparound in the context of our current service array and provides outcomes data. It then proceeds to define Wraparound and breakdown its philosophy as connected to its theory of change and Wraparound practice as connected to its core elements.</p> <p>Youth Engagement Training (YET): BHS developed a Youth Engagement Training (YET) curriculum developed by youth to enable them to train adults, professionals and other community members to start the conversation on strategic planning around youth engagement efforts. In order to successfully build youth-driven</p>

	<p>teams, the adults are taught key concepts regarding how to empower youth to advocate, recruit, and support each other as peers and equal partners. This curriculum is facilitated by an adult partner and youth who has lived experience navigating children's systems (PSD, JJS, behavioral health, special education, etc.). To date BHS has trained over twenty-three Youth Trainers statewide (sixteen of those youth being recruited by PSD Youth Transition Specialist (YTS) staff) and seventeen adult co-trainers (ten of which are PSD YTS staff). YETs were offered at each of the five Days of Learning BHS provided in SFY'17 and at each PS county office statewide annually. YET was offered at the Children's Law Institute in SFY'17 and Foster Parent Appreciation Conferences. At the end of FY 2017, there were 466 PSD staff trained in YET with an additional 100 foster parents, 154 JJS staff, 13 BHS staff, and 206 other child serving partners such as behavioral health providers and school staff. In SFY 18, an additional 108 PSD staff and 85 foster parents were trained in YET. In SFY'19, BHS will continue to provide YET trainings as requested by PSD.</p> <p>Family Engagement Training: BHS developed and provides Family Engagement Training to support staff by giving them information on the five core values (Genuineness, Active Listening, Trust, Respect and Empathy) in order to better their practice and to help engage families to promote better outcomes. In SFY'18 BHS provided Family Engagement Training to 48 JJS staff, 102 county detention staff, and 8 new JJS staff during their Core Training. In SFY'19, BHS will continue to provide Family Engagement trainings as requested by PSD.</p>
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<p>Strategy C3: <i>Implement a strategy for improving the assessment of and response to the medical and dental health needs of children.</i></p>		
ACTIVITY	DUE DATE	PROGRESS
<p>Activity 1: <i>Work with Capacity Building Center for States to diagnose challenges in providing appropriate and timely assessment and response to the medical and dental health needs of children</i></p>	<p>10/31/2016</p>	<p>Completed. Met with the Capacity Building Center for States (CBCS) on 6/21/16 in Santa Fe to discuss obtaining technical assistance on Safety Assessment and other PIP items.</p> <p>On 7/8/16, the CBCS sent first work plan to PSD executive management for review. On July 28, PSD executive management met to review work plan and made the decision to ask for assistance in improving connections for children in foster care with siblings and families, and in ensuring that children in foster care receive timely medical and dental assessment and follow through with recommendations.</p> <p>On 8/15/2016, a conference call was held with CBCS to narrow down the work plan to the two PIP areas of improving connections and ensuring medical and dental care and follow up.</p> <p>On 9/30/16, the CBCS sent an approved updated work plan.</p> <p>On 10/18/2016, PSD management and CBCS met in Santa Fe to discuss diagnoses of the two PIP areas, work plan, and next steps to hold peer interviews/discussions in the five regions. The consultant from CBSC, Bill Shutt, would be heading up the PIP activity regarding in providing appropriate and timely assessment and response to the medical and dental health needs of children. Mr. Shutt solicited information from the regional managers, bureau chiefs and executive management on what has been done in the past to</p>

		<p>improve medical and dental needs of children and what each of them is seeing in their areas that contribute to lack of appropriate and timely assessment and response to foster children’s medical and dental needs.</p> <p>To further gather information, Mr. Shutt set up peer interviews with PSD field staff, supervisors, county office manager and regional manager from all five regions in November of 2016.</p>
<p>Activity 2: <i>Based on information gathered from Activity 1, develop strategies to improve practice regarding appropriate and timely assessment and response to the medical and dental health needs of children</i></p>	<p>3/27/2017</p>	<p>Completed. On April 4, PSD met with the Capacity Building Center for States (CBCS) to discuss the proposed strategies for addressing the improvement of assessment and response to foster children’s medical and dental health needs. Based on the information Mr. Shutt gathered from his peer interviews with PSD staff, there were several strategies presented toward making efforts in improving assessment and response to medical and dental needs. Strategies included:</p> <ul style="list-style-type: none"> • Improved education to parents on tracking their children’s appointments. This may include some coaching and mentoring from the foster parent. • Assist in developing a network that can assist both parents and foster parents in transporting children to appointments. • Improved collaboration and on-going contact with Managed Care Organizations (MCOs) in scheduling initial and follow-up appointments. • Follow up on Navigating Managed Care training provided by CYFD Behavioral Health Services to ensure new workers receive training. • Use of Pull Together to create a resource list of medical and dental providers by county. Utilize county based Pull Together Ambassadors to gather and update information. • Clearly outline the expectations for PSD staff on minimum standards for ensuring children get proper and timely medical and dental care. • Establish a process for accruing and maintain children’s medical and dental records. • Clarify the difference between Life Books and Traveling Files. Clarify who is responsible for creation and maintenance of those files. • Improve access to forensic pediatrician, Dr. Karen Campbell for interpretation of medical files. • Ticklers or reminders to assist in tracking upcoming appointments. • Needs to be part of consistent on-going supervision. • Offer training regarding what is required to complete an EPSTD. • Educate shelter and group homes regarding importance of taking children to medical and dental appointments.
<p>Activity 3: <i>Assess information received and strategies developed, then develop a statewide plan that address steps in improving assessment of and response to the medical and dental health needs of children</i></p>	<p>11/30/2017</p>	<p>6-30-18 Update/On-going: PSD is working with the Capacity Building Center for States to revise the work plan regarding improving assessment of and response to the medical and dental health needs of children.</p>

<p>Activity 4: <i>As part of case staffing process add to procedure the transfer of medical/dental information when there is a case transfer or placement change</i></p>	<p>6/30/2017</p>	<p>Completed. Added to permanency planning procedures:</p> <ul style="list-style-type: none"> • PR 8 – <i>Purpose and Provision of Permanency Planning Procedures</i>; Paragraph 7 – <i>Transfer of Case to Permanency Planning Services</i>. • PR 10 – <i>Out of Home Placement</i>; Paragraph 13 – <i>Change of Placement</i>. <p>Revised Permanency Planning Procedures will be sent out to the field in early September that will include the requirement of transfer of medical/dental information.</p>
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Goal D: Address systemic factors to improve child safety, permanency and well-being.

Strategies and activities contained in Goal D were developed to positively affect Systemic Factors Statewide Information System; Case Review System, Items 23 and 24; Staff and Provider Training, Items 27 and 28; and Foster and Adoptive Parent Licensing, Recruitment, and Retention, Item 36.

Goal D strategies and activities were developed based on the results of the statewide self-assessment and stakeholder meetings held during the CFSR. The PSD Child and Families Services Coordinator and Quality Assurance Manager are currently working on a process to improve evaluation of the seven systemic factors. See Section II “Child and Family Outcomes,” Sub-section D “Systemic Factors.”

The Protective Services Division Permanency Planning procedures updated with Goal D activities outlined below are attached to this document.

ACTIVITY	DUE DATE	PROGRESS
<p>Activity 1: Revise procedure to ensure that placement changes are updated within 48 hours in FACTS.</p>	<p>6/30/2017</p>	<p>Completed. Added to permanency planning procedures:</p> <ul style="list-style-type: none"> • PR 10 – <i>Out of Home Placement</i>; Paragraph 13 – <i>Change of Placement</i>. <p>Revised Permanency Planning Procedures will be sent out to the field in early September that will include the requirement of transfer of medical/dental information.</p>
<p>Activity 2: Revise procedure to ensure notification of hearing to foster care providers is sent at least 7 days prior to the hearing and that the hearing notice is being sent to the correct placement address.</p>	<p>6/30/2017</p>	<p>Completed. Added to permanency planning procedures:</p> <ul style="list-style-type: none"> • PR 13 – <i>Case Planning</i>; Paragraph 12.5 – <i>Discharge Hearing</i>. • PR 14 – <i>Adjudication and Disposition</i>; Paragraph 6 – <i>Notification</i> • PR 15 – <i>Initial Judicial Review, First Permanency Hearing, and Subsequent Hearings</i>; Paragraph 5 – <i>Notification</i> • PR 16 – <i>Termination of Custody</i>; Paragraph 8 – <i>Discharge Hearing</i> <p>Revised Permanency Planning Procedures will be sent out to the field in early September that will include the requirement of transfer of medical/dental information.</p>
<p>Activity 3: Revise procedure to include guidance to foster care providers around the 6 hours of required on-going training.</p>	<p>12/30/2017</p>	<p>Completed. A Program Instruction Guideline (PIG) will be issued to field staff on December 28, 2017 informing staff that the additional six hours of annual foster parent training will be directed by the PSD Foster Care and Adoptions Bureau.</p>
<p>Activity 4: With increase in placement workers, include completion of ICPC studies within 60 days.</p>	<p>6/30/2017</p>	<p>Completed. PSD has started the standardization of placement workers responsibilities by providing Placement 101 training for all five regions. The training was provided by the PSD Foster Care and Adoption Bureau and aimed at Placement Supervisors and County Office Managers who directly supervise placement work. The training outlined the roles and responsibilities of placement workers and also included an overview of the role of adoption consultants, the process for completing Criminal Record Checks (CRC), and the process for Interstate Compact for the Placement of Children (ICPC) requests.</p> <p>Trainings were held:</p> <ul style="list-style-type: none"> Region 1: 3/3/2017 Region 2: 2/21/2017 Region 3: 2/24/2017 Region 4: 2/16/2017 Region 5: 2/17/2017

		An additional webinar was held via Go-to-Meeting May 19, 2017 with placement workers, placement supervisors, and county office managers who supervise placement workers to clarify the requirements for completing ICPC home studies within 60 days. The webinar was presented by the PSD ICPC coordinators within the Foster Care and Adoption Bureau. The ICPC coordinators provided clarification and tips in completing the ICPC home studies within 60 days.
Activity 5: <i>Revise procedure to include that all field worker to receive 12 hours of training annually to include safety assessment and safety planning training every two years.</i>	12/30/2017	Completed. A Program Instruction Guideline (PIG) will be issued to field staff on December 28, 2017 informing staff that that all field worker to receive 12 hours of training annually to include safety assessment and safety planning training every two years.

Goal E: Increase recruitment and retention of PSD staff.

Goal E revised strategies and activities were developed based on the progress made since the first submission of Plan for Improvement in the 2015-2019 Child and Family Service Plan (CFSP), and the results of the Child and Family Service Review stakeholder interview with PSD field workers, supervisors, county office managers and regional managers. Goal E also is in line with the Cabinet Secretary’s strategic plan. Within the CYFD strategic plan, the Cabinet Secretary has identified manageable caseloads, staffing plans, recruitment of workers, reduction of vacancy rate and worker retention as part of her “Shoring Up Core Functions” strategic plank within the CYFD strategic plan. As part of Goal E, PSD has shifted its focus on continued requests to New Mexico Legislation for additional FTE’s, addressing the staffing shortage in Colfax County, supporting the loan re-payment program, tracking the success of rapid hiring events, addressing the server staffing shortage in Colfax County, increasing supervision and supervisor knowledge and skills, and achieving the Cabinet Secretary’s goal for PSD is to achieve a 10% vacancy rate over the next year.

PSD utilized data to assist in obtaining twenty-two additional positions from the legislature. PSD continues communicating with the Department of Finance and Legislative Finance Committee related to compensation and new staff needs. The twenty-two additional FTE will be authorized beginning July 1, 2016. PSD is currently advertising all of those positions with the goal being that most of them start on July 2, 2016. PSD did not receive any new FTE for Fiscal Year 2017.

PSD has implemented a hiring matrix in Colfax County due to the county having the highest vacancy rate in the state. Current staff in that office have been provided with a 10% temporary increase for the last year. New staff are hired using a matrix that is slightly higher than staff being hired in other areas of the state. Additionally, PSD has implemented a hiring matrix for licensed case worker positions at 10% above the regular in grade hire matrix for case workers.

CYFD implemented the loan repayment program and received 181 applicants and made 167 awards. Of those awards, 98 were for PSD employees. For Fiscal Year 2017, and going forward, the recurring amount of \$450,000 will be awarded annually to CYFD employees as part of the loan repayment program.

CYFD conducted five rapid hire events during the year and hired 38 new staff as a result of those events. Rapid hire events were held in Raton, Albuquerque, and Grants:

- Albuquerque Rapid Hire Event – Oct. 22, 2016: 12 hires
- Grants Rapid Selection Event held January 24, 2017: 4 hires
- Albuquerque Rapid Hire Event held January 28, 2017: 13 hires
- NASW Conference held March 30, 2017: 7 hires
- Raton Rapid Hire Selection held May 18, 2017: 2 hires

PSD continues to track the vacancy rate, staff turnover and days to hire for PSD field staff.

PSD was under the 14% vacancy rate by reporting a 10% vacancy rate for Fiscal Year 2017.

OBJECTIVE	BASELINE	2015 UPDATE	2016 UPDATE	2017 UPDATE	2019 TARGET
By June 30, 2019, PSD will achieve a vacancy rate of 14% for PSD field staff. <i>Source: SHARE</i>	19.1.1%	15%	13.8%%	10%	14%
**Decrease time to hire period for PSD field staff.	79 days	60 days	65 days	40 days	65 days
Decrease Staff Turnover	27.4%	27.4%	21.5%	18.3%	25%

Vacancy rates are calculated by dividing the total number of PSD field positions by the number of vacant PSD field positions. The baseline data for vacancy rate and time to hire was developed from June 2014 data from SHARE. The vacancy rate will be reported and calculated monthly, and averaged annually.

Time to hire data will be calculated from the date the job ad closes to the employee’s start date.

Turnover rate data will be calculated by utilizing the number of separations (minus death, retirement, and dismissal) and the average number of filled positions over the same time period.

**This is an average of total CYFD positions. Most Protective Services case worker positions are filled within 30 to 40 days but this is difficult to calculate because PSD case worker positions are posted as “continuous” without an end date. Additionally, New Mexico State Personnel Office has allowed PSD to add vacancies to existing postings.

F. Measurement - Baselines and Goals

PSD’s quality assurance unit will continue to review the same six CFSR counties every year for the duration of the PIP to monitor progress. The Children’s Bureau provided baselines and goals for New Mexico to assist in the monitoring of the PIP. In addition to these case review items, PSD will continue to track statewide data indicators and safety, permanency and well-being outcomes in Section II – Child and Family Outcomes. PSD has also begun to map a process to better evaluate systemic factors as outlined in Section II, Subsection D – Systemic Factors.

For reporting period June 30, 2017 New Mexico met the PIP Goals for item 1 and 13 and maintained progress on those items. For the PIP sites reviewed in the remainder of 2017, including results from April and May of 2018, New Mexico has met the PIP goal for Item 3 and Item 4.

CFSR PIP Outcome Data for Bernalillo, Dona Ana, San Juan, Sandoval, Chaves and San Miguel counties

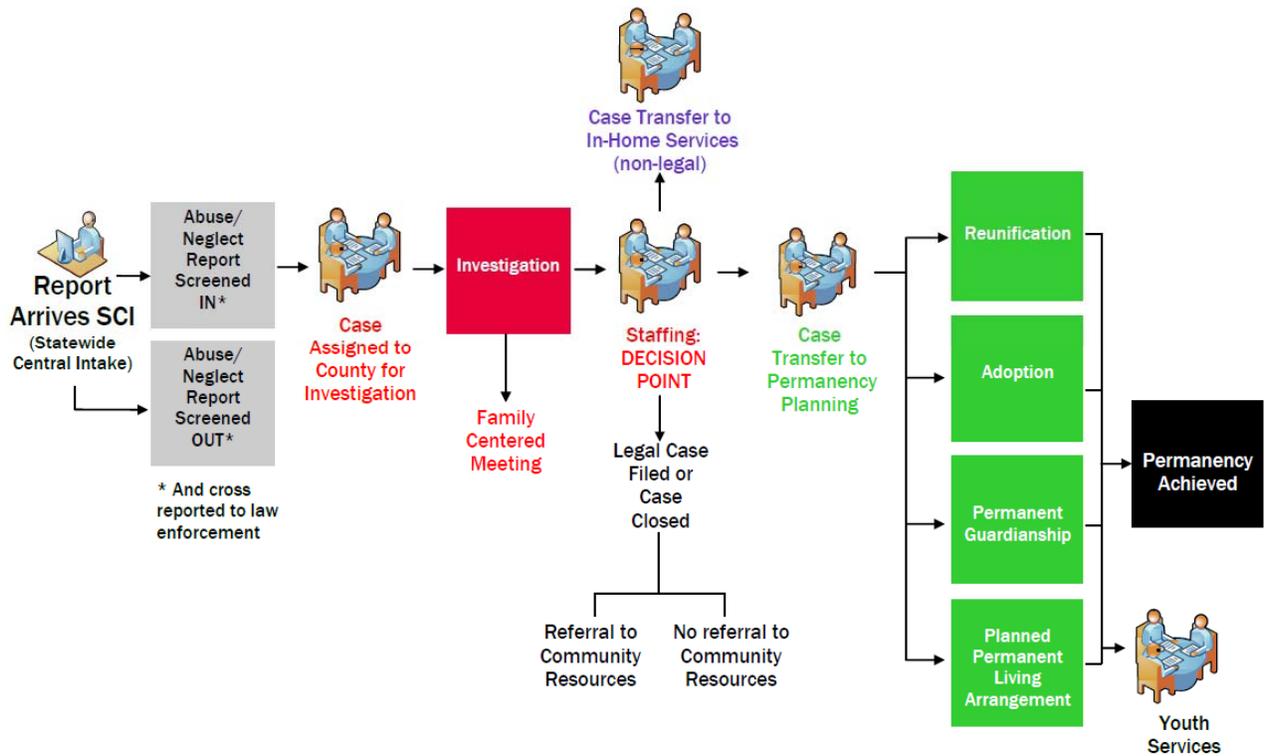
CFSR ITEMS REQUIRING MEASUREMENT	ITEM DESCRIPTION	PIP BASELINE	CFSR 2015 RESULTS	CFSR 2016 RESULTS	CFSR 2017 RESULTS	PIP GOAL
Item 1	<i>Timeliness of Initiation of Investigations of Reports of Child Maltreatment</i>	70.3%	70%	83%	83.33%	79.9%
Item 2	<i>Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care</i>	61.9%	62%	64%	62.79%	71.5%
Item 3	<i>Risk and Safety Assessment and Management</i>	49.2%	49%	50%	58.33%	57.2%
Item 4	<i>Stability of Foster Care</i>	65%	65%	69%	75%	74.7%
Item 5	<i>Permanency Goal for Child</i>	73.7%	74%	58%	60%	82.8%
Item 6	<i>Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement</i>	40%	40%	35%	33.33%	49.9%
Item 12	<i>Needs and Services of Child, Parents, and Foster Parents</i>	49.2%	49%	44%	38.89%	57.2%
Item 12 a	<i>Needs Assessment and Services to Children</i>	84.6%	85%	78%	72.22%	NA
Item 12b	<i>Needs Assessment and Services to Parents</i>	47.3%	47%	50%	40.68%	NA
Item 12c	<i>Needs Assessment and Services to Foster Parents</i>	89.7%	90%	88%	83.72%	NA
Item 13	<i>Child and Family Involvement in Case Planning</i>	64.1%	64%	75%	75%	71.7%
Item 14	<i>Case Worker Visits with Child</i>	78.5%	78%	76%	80.56%	85%
Item 15	<i>Caseworker Visits with Parents</i>	54.5%	55%	62%	60.34%	63.1%

IV. Services

A. Child and Family Services Continuum

Protective Services

The process is unique for each child and family. Not every report becomes a case nor does every case enter every phase. This "Flow Chart" is a general overview of a complex multi-step process showing only key selected steps. The PS process focuses on the safety, well-being and permanency of children and the strengthening of families.



B. Service Description

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 section 4.

1. Child Welfare Services

Most services provided by PSD fall in the category of Child Welfare Services, designed to prevent child abuse and neglect, respond to allegations of abuse and neglect, intervene and provide community and home based 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 aged out of 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 and are listed in more detail below.

a. Child Abuse and 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. 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. PSD continues to work with providers to support them in getting trained in the evidence based curriculum, Nurtured Parenting and the evidenced informed curriculum, Circle of Security – Parenting (COS-P). PSD will continue to monitor these programs using the protective factors survey, site visits and ongoing technical assistance in order to ensure continuous quality feedback.

2018 APSR Update:

The CBCAP funds will continue to be used to provide training to CBCAP and domestic violence funded service providers, child prevention awareness campaign efforts through Pull Together and family support services. CYFD specifically utilizes CBCAP funds to provide evidence based family support programs for families with children 0-5 utilizing evidence based and evidence informed parent education curriculum. These programs use the CBCAP Conceptual Framework as the logic model for providing services. The main purposes of the CBCAP programs are:

- To support community-based efforts to develop, operate, expand, enhance and where appropriate to network initiatives aimed at the prevention of child abuse and neglect;
- To support networks of coordinated resources and activities to better strengthen and support families to reduce the likelihood of child abuse/neglect; and
- To foster understanding, appreciation and knowledge of diverse populations in order to effectively prevent and treat child abuse and neglect.

b. Child Protective Services Intake

Reports are received by PSD's statewide central intake (SCI) through the state's toll free number or a "short code" #SAFE (#7233) from cell a phone. SCI responds to calls and is staffed 24 hours a day, seven days a week with professionally trained workers. The intake worker utilizes the SDM screening and response priority tool. Completion of the tool results in a recommended determination regarding the acceptance and priority assignment of the report for investigation. The toll-free line has the capacity for callers in both English and Spanish, and there are separate dedicated phone lines for law enforcement and juvenile justice sources. This toll free number is for use statewide, all allegations of child abuse or neglect are funneled through SCI. In New Mexico, it is in state statute that all citizens are mandatory reporters of child abuse and neglect.

A screening determination on an incoming report is made by SCI. Once accepted, the PSD report is assigned to the appropriate county office for investigation. Reasons for non-acceptance of a report may include, but is not limited to no specific allegation or risk of abuse or neglect; insufficient information to investigate; referral to another agency; does not meet SDM screening criteria; perpetrator is not a parent or caretaker; referral to law enforcement; or it is a duplicate report.

Figure 1. Total Reports: This graph illustrates that total number of report of abuse from 2010 through 2017 in New Mexico.

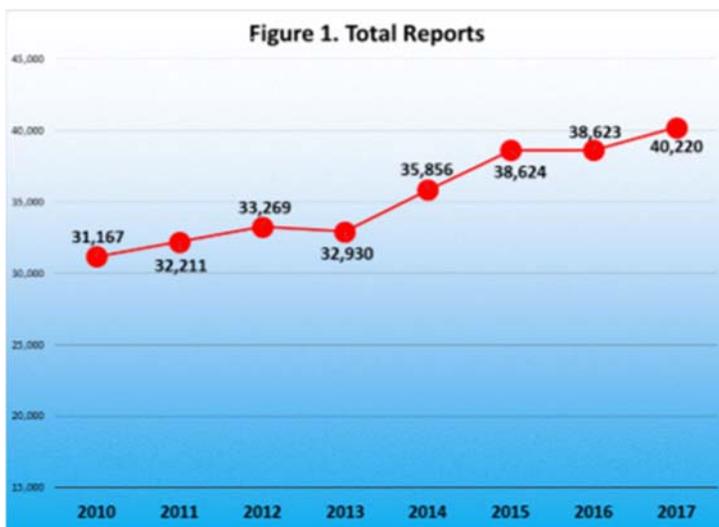


Figure 2. Accepted/Screened-In: This graph illustrates the total number of accepted report from 2010 through 2017:

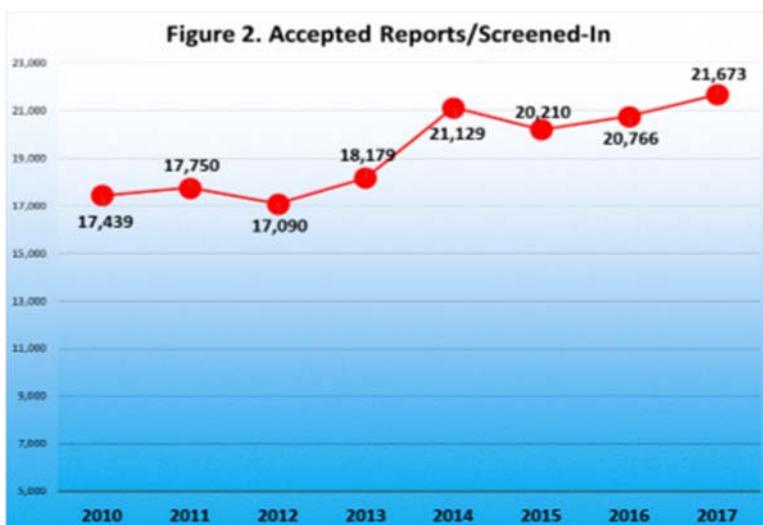
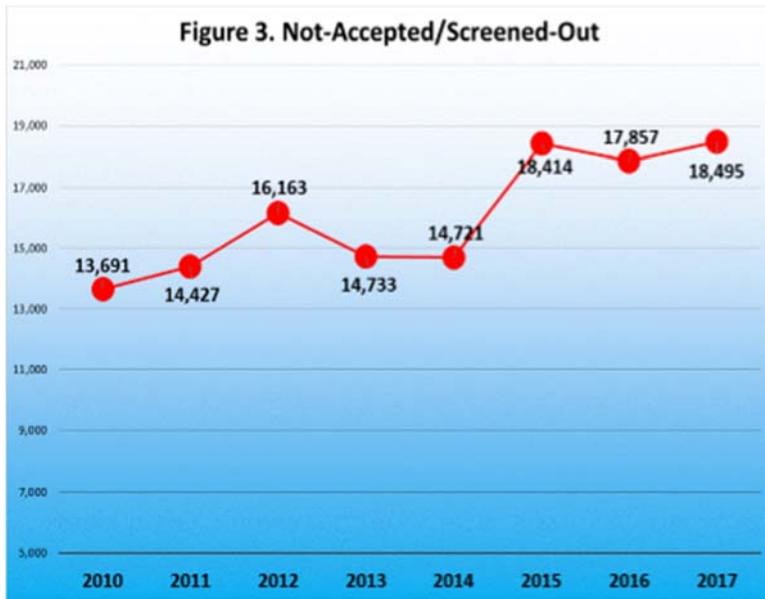


Figure 3. Not Accepted/Screened-Out: This graph illustrates the total number of not accepted reports from 2010 through 2017.



c. Child Protective Service 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. 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 45 days of the report, includes a determination of substantiated or unsubstantiated on each of the allegations in the report. Substantiated in a child abuse or neglect investigation means the victim is under the age 18, a parent/caretaker have been identified as the perpetrator or identified as failing to protect the child, and credible evidence exists to support the conclusion by the investigation worker that the child has been abused or neglected as defined by state statute in the New Mexico Children’s Code. Unsubstantiated means that the information collected during the investigation does not support a finding that the child was abused or neglected as defined by state statute in the New Mexico Children’s Code.

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 and risk assessment tools to make a determination about 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, whether or not they enter PSD custody, are referred to the state’s early intervention program, Family Infant Toddler (FIT), for an assessment.

By state 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 conducts 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 is determined that release is appropriate.

Figure 1. Protective Services Investigations FY 2010-FY2017: The graph illustrates the number of statewide investigations results from FY 2010 through FY 2017.

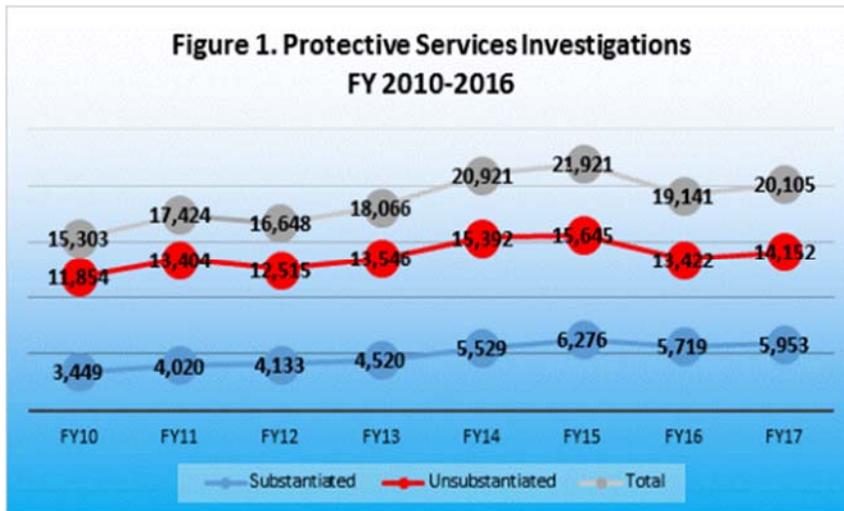


Figure 1. Investigations State Fiscal Year 2017. This table illustrates the number of accepted report, substantiated and unsubstantiated investigations, and child victims across the state.

County	Substantiated		Unsubstantiated		Total	% of State	Standardized Rate per 1000	Annual SFY Unique Victims	Population Under 18 yrs
	#	%	#	%	#	%			
Bernalillo	1732	28.2%	4411	71.8%	6143	30.5%	12.6	2245	178,315
Catron	0	0.0%	0	0.0%	0	0.0%	12.7	8	628
Chaves	200	24.1%	631	75.9%	831	4.1%	14.4	299	20,761
Cibola	98	40.0%	147	60.0%	245	1.2%	19.4	147	7,563
Colfax	60	41.7%	84	58.3%	144	0.7%	27.3	86	3,155
Curry	141	27.7%	368	72.3%	509	2.5%	14.6	221	15,172
De Baca	1	16.7%	5	83.3%	6	0.0%	10.4	5	481
Dona Ana	744	27.1%	2,003	72.9%	2,747	13.7%	18.2	1,172	64,279
Eddy	155	26.0%	442	74.0%	597	3.0%	15.4	239	15,550
Grant	170	41.9%	236	58.1%	406	2.0%	30.3	218	7,206
Guadalupe	4	18.2%	18	81.8%	22	0.1%	14.2	16	1,123
Harding	0	0.0%	0	0.0%	0	0.0%	0.0	0	103
Hidalgo	12	46.2%	14	53.8%	26	0.1%	41.6	58	1,395
Lea	209	31.2%	460	68.8%	669	3.3%	16.7	350	20,977
Lincoln	57	30.2%	132	69.8%	189	0.9%	18.4	79	4,284
Los Alamos	6	26.1%	17	73.9%	23	0.1%	4.8	22	4,608
Luna	176	39.8%	266	60.2%	442	2.2%	27.5	203	7,378
McKinley	163	34.2%	314	65.8%	477	2.4%	10.4	260	25,069
Mora	0	0.0%	0	0.0%	0	0.0%	20.9	24	1,147
Otero	196	30.7%	442	69.3%	638	3.2%	14.9	263	17,680
Quay	49	28.3%	124	71.7%	173	0.9%	30.1	66	2,195
Rio Arriba	169	38.9%	266	61.1%	435	2.2%	20.3	224	11,025
Roosevelt	70	34.8%	131	65.2%	201	1.0%	18.9	119	6,282
San Juan	328	30.5%	747	69.5%	1,075	5.3%	12.6	524	41,596
San Miguel	130	38.5%	208	61.5%	338	1.7%	21.0	160	7,613
Sandoval	180	16.4%	920	83.6%	1,100	5.5%	7.2	278	38,444
Santa Fe	375	35.5%	681	64.5%	1,056	5.3%	15.8	528	33,410
Sierra	48	29.1%	117	70.9%	165	0.8%	32.4	69	2,127
Socorro	65	30.4%	149	69.6%	214	1.1%	21.0	105	5,011
Taos	108	33.1%	218	66.9%	326	1.6%	23.3	174	7,465
Torrance	69	34.5%	131	65.5%	200	1.0%	24.5	107	4,370
Union	8	57.1%	6	42.9%	14	0.1%	19.4	20	1,031
Valencia	233	33.2%	469	66.8%	702	3.5%	15.4	344	22,398
State Totals	5,956	29.6%	14,157	70.4%	20,113	100.0%	14.9	8,638	579,841

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 parents or legal guardians 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. PSD continues to look at ways to evaluate IHS effectiveness and determine if changes need to be made to current practice.

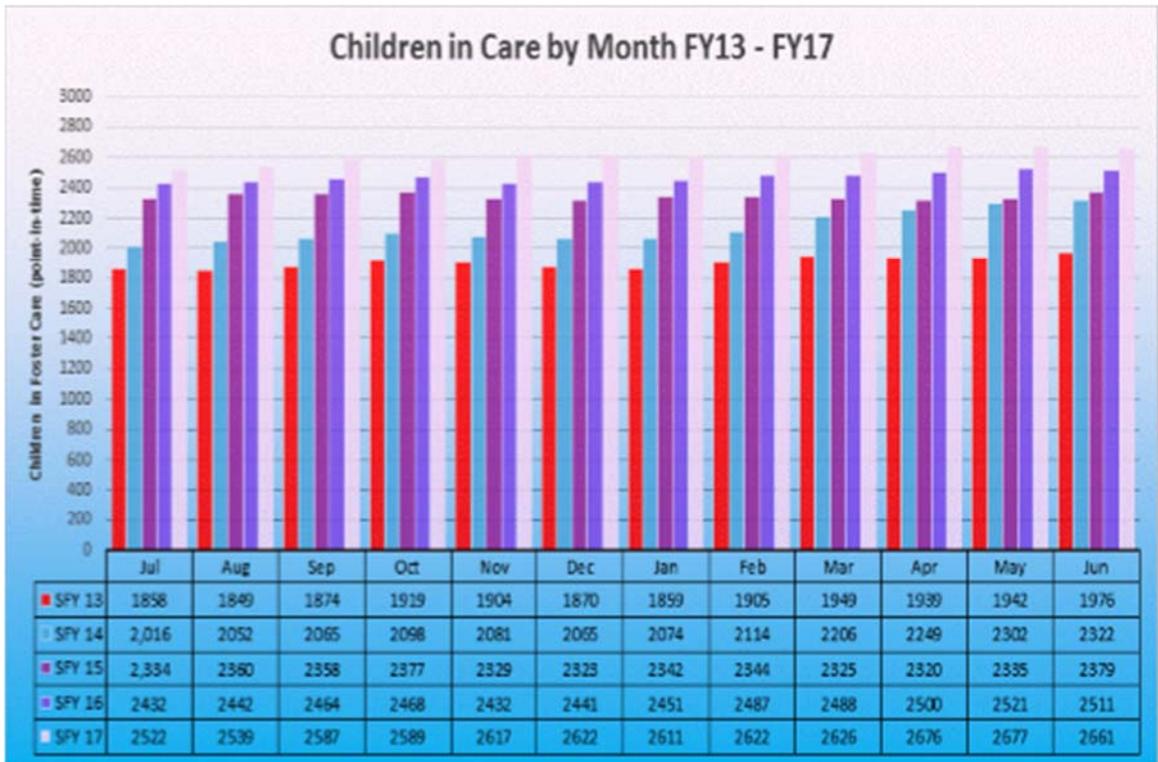
Over the last year, PSD had an IHS workgroup to address consistency in practice and updating policy and procedure. Updated policy and procedures were promulgated March 15, 2016. Supervisors and staff received initial training and supervisors obtained additional training in May 2016.

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, however 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.

Figure 1. Children in Care by Month (Snapshot): This chart shows children in care statewide by month FY 2013 – FY 2017



Permanency Planning Services: Permanency planning services include services needed to enhance caregiver protective capacities to manage the safety and risk factors present in the child’s family. 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.

Figure 2. Average Number of Children in Care: This table illustrates the average number of child in care by type from FY 2013 through FY 2017.

NUMBER OF CHILDREN IN CARE AT THE END OF THE STATE FISCAL YEAR					
	SFY13	SFY14	FY15	FY16	FY17
Foster Care	1150	1312	1430	1479	1457
Foster Care Relative	428	527	468	513	653
Trial Home Visit	119	133	159	157	180
Pre-Adoptive	116	130	107	105	113
Group Home	52	58	53	62	66
Facility	71	84	92	108	107
Supervised Independent Living	12	11	9	9	3
Runaway	14	11	32	41	44
Guardianship (Relative)	0	0	0	0	0
Community Home	0	21	15	14	11
Detention	0	0	0	0	0
Protective Supervision	0	0	0	0	0
Other	14	20	14	20	27
Total	1976	2307	2379	2508	2661

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. 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 and 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 (GAL) or a youth attorney. Children under the age of 14 are appointed a GAL 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. 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. PSD 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 and neglect checks are also required for any adult residing in the home of the foster parent or 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 children, youth and families by PSD through state general funds and other funding sources. PSD allocates 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. In addition, PSD allocates 10% of PSSF funds 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 allocated for program support costs which includes training, evaluation, CQI, CFSR and staff recruitment and retention.

Contracts are issued through a competitive procurement process. The request for proposal (RFP) requires that all agencies be community based providers. PSD staff located statewide serve as the evaluators for the RFP

evaluation committee; they make recommendations for awards after evaluating the submitted proposals. CYFD then awards the contracts to the community based agencies determined to be the most qualified to deliver the service.

2018 APSR Update:

Over the last four years, CYFD has evaluated the effectiveness of its programs and initiatives to promote safe and stable families. Through data analysis, meeting with stakeholders, including CYFD field staff, community providers, families, and other governmental agencies, CYFD recognized the deficiencies in the current Family Support Services (FSS), Family Preservation Services (FPS), and Time Limited Reunification (TLR) program design. Many of the deficiencies are related to the strict guidelines and eligibility criteria for each program, such as disallowing families to enroll in FSS/FPS when a child is placed in out of home care.

Additionally, the FSS, FPS, and TLR programs were contracted to community based agencies through separate procurement processes. This limited the ability of agencies to be awarded all three programs if they were unable to hire licensed master's social workers to mirror CYFD's staffing requirements for In-Home Services. In addition, the rural communities in NM have a limited ability to hire qualified staff and meet the expectations of each contract, individually, as each contract requires a certain number of families to be served each year.

Furthermore, high-needs families in NM often need extended support services to maintain stability. CYFD recognizes that family circumstances and needs fluctuate, requiring flexible programming to meet each family's unique needs. CYFD recognizes that consolidating this process will better meet the needs of families, especially in rural areas.

The combined contract will enable rural communities the ability to provide comprehensive services to a wider range of families in need of support. The current FSS, FPS, and TLR programs limit the definition of "family" to biological parents or current guardians who had custody of the child when CYFD became involved with the family. NM has a very diverse population, and often, extended family members become the primary caregivers of children. NM recognized this need and implemented a Guardianship Assistance Program in 2017, however, service contracts had not been modified to work with this population. With the combined PSSF contract, NM will expand program eligibility to not only biological parents, but to other family members, fictive kin, or anyone pursuing guardianship and adoption. In addition, foster parents will be eligible to receive FSS and FPS in order to help them meet the high needs of the abused and neglected children in their care. It is hoped that this expansion will help retain qualified foster parents.

NM has a shortage of licensed mental health and/or substance abuse professionals in rural areas who are able to offer wraparound support to families. This lack of professionals coupled with high caseloads and field staff turnover, make it challenging to determine which community-based program(s) a family is eligible for. This means that many families who are eligible for services may not receive those services in a timely manner. The combined PSSF contract will alleviate this "guessing game" and allows the local CYFD office to refer a family in need to the local PSSF provider, and based on the referral information the PSSF provider will determine which service model (FSS, FP, TLR) is appropriate for that family. If family circumstances change, the provider could adjust services and reassign the family to a different model. Each model is driven by a tiered case management approach. Within the first few weeks of enrollment, the agency will conduct a thorough family assessment to determine the family's strengths, needs, and connections to informal/formal resources. Based on this assessment, the family will be assigned a tier level, which will drive the service intensity and planning. The tiered case management approach allows families to progress through the program at their own pace, while at the same time promoting self-sufficiency by requiring families to engage and meet qualitative goals.

CYFD recognizes that there will be a period of adjustment as staff learn the new program requirements. The implementation of the new PSSF program will coincide with the statewide roll out of the Safety Organized Practice Model, including the new safety assessment. As a result, staff will need additional technical support as they begin implementing the combined PSSF contract. The Community Services Bureau will collaborate with NCCD to provide an initial orientation to staff and will provide ongoing technical assistance to ensure quality outcomes.

a. Family Support

Family Support Service (FSS) contractors provide services to parents or primary caregivers to prevent child maltreatment. Families with a children who are at risk of child abuse and neglect who have been referred by PSD are eligible for these services, families that have had 3 or more investigations with PSD will be given priority. Contracts were awarded to community based service providers throughout the state. In FY 2017, FSS was provided to families in 9 counties statewide: Bernalillo, Chaves, Dona Ana, Los Alamos, Sandoval, Rio Arriba, San Juan, Santa Fe and Taos counties by multiple providers.

FSS are intensive home-based services focused on providing support to eligible families and enhancing child and family well-being. The types of services which may be provided to families through FSS include:

- Home visits;
- Case management;
- Crisis intervention;
- Evidence-based parent education curriculum;
- Parent support visits;
- Information and referral;
- Support services;
- Life skills;
- Education and training;
- Mentoring; and
- Transportation

2018 APSR Update:

FSS contractors in Bernalillo, Chaves, Dona Ana, Los Alamos, Sandoval, Rio Arriba, San Juan, Santa Fe and Taos counties continued to provide services to families to prevent child maltreatment and prevent reoccurring child maltreatment. Families with three or more CPS reports in one year or six or more reports in five years were targeted for these services. FSS provides intensive home-based, short term (60 days) case management to families in order to link families with appropriate services and provide one-on-one evidence-based parenting. Throughout the counties it has been found that most families need more than 60 days of support from FSS providers in order to get connected to services that address the safety and/or risk of the children. Service providers are allowed to extend services up to 90 days with supervisor approval if appropriate to address safety concerns. Another challenge that has arisen is the limited scope of eligibility. Currently, in order to be eligible for services, the child must be residing with their primary caregiver at the time of the referral, and must maintain residence there throughout the provision of FSS services. With these high-risk families this living arrangement is not always feasible, however, the families still need intensive services to maintain the children safely in the home. With the combined RFP, we are able to provide these services to a wider range of families, including foster families.

<i>Family Support Services (FSS) AKA Family Navigation and Education Services (FNES)</i>			
<i>County</i>	<i># of families served during 12-month period ending April 30, 2018</i>	<i># of children served during 12 month period ending April 30, 2018</i>	<i>Percentage of families with a treatment plan created within 15 days of case transfer (Target: ≥ 95%)</i>
<i>Chaves</i>	<i>48</i>	<i>118</i>	<i>91.7%</i>
<i>Dona Ana</i>	<i>67</i>	<i>173</i>	<i>34.3%</i>
<i>Rio Arriba</i>	<i>52</i>	<i>105</i>	<i>67.3%</i>
<i>San Juan</i>	<i>106</i>	<i>264</i>	<i>84.9%</i>
<i>Santa Fe</i>	<i>70</i>	<i>147</i>	<i>48.6%</i>
<i>Taos</i>	<i>47</i>	<i>80</i>	<i>74.5%</i>

b. Family Preservation

PSD implements family preservation services through our In Home Services (IHS) program. The model incorporates the basic principles 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. In-home services is an integrated comprehensive approach to strengthening and preserving families who are at risk for or who are currently experiencing problems in family functioning and are at imminent risk of having a child removed from the home due to abuse or neglect. Family needs and strengths are identified through an initial as well as an on-going assessment process; the intervention process builds upon the family's existing strengths while supporting and expanding their network of resources in order to increase their capacity to meet the needs of the family system and those of the individual family members. The model also encourages and promotes a strong partnership between the department and the family and incorporates traditional and nontraditional supporting agencies, individuals and organizations into the intervention based on the unique qualities and characteristics of each family.

For the past several years, family preservation services have been available to families in most counties throughout the state through direct services provided by IHS staff or contract services from community based providers. In FY17 family preservation services were available in Dona Ana, Lea, Grant, Southern Catron and Valencia counties. The IHS model has supported PSD in its efforts to reduce the occurrence of child abuse and neglect by moving services towards addressing the factors that place the family at risk for child maltreatment through problem solving and assistance to families. Family preservation services are provided to enhance the family's capacity to provide for their children's needs in a safe environment with an emphasis on skill building and is a method utilized to help maintain the family unit and prevent out of home placement of the child. The services are time-limited and are focused on the effective management of identified safety threats while enhancing caregiver protective capacities. 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 are eligible regardless of income. Referrals are made by PSD when a child in the home has been assessed to be conditionally safe and the risk of maltreatment has been determined to be moderate or high; or the child has been assessed to be unsafe and the risk of maltreatment has been determined to be very low, low, moderate or high. Families whose children are in the legal custody of PSD are ineligible for referral. Contracts were awarded statewide to community based providers. Families referred to contractors by PSD receive family preservation support every week for six months in the following areas:

- Safety planning
- Case management
- Skill building including parenting, conflict management, communication and life skills
- Crisis management
- Transportation
- Assistance in finding housing
- Counseling

PSD was on target to spend the allocated 20% in 2018.

2018 APSR Update:

In FY18, family preservation services continued to be offered in Dona Ana, Grant, Southern Catron, Lea and Valencia Counties. The tiered case management approach and new service models will provide a wider array of services to families. It also ensures a continuum of care. If family circumstances change, and a safety threat presents requiring legal intervention, services will not be discontinued as they were under the previous FPS model. Instead, the family will continue to receive wraparound support to help them reunify with their child(ren) as quickly as possible.

In-Home Services (IHS)

County	# of families served during 12-month period ending April 30, 2018	# of children served during 12 month period ending April 30, 2018	Percentage of families with a treatment plan created within 30 days of case transfer (Target: ≥ 90%)	Percentage of families who have an intake with service provider within 30 days of service plan (Target: ≥ 75%)
<i>Lea</i>	44	95	79.5%	79.5%
<i>Dona Ana</i>	25	73	36.0%	40.0%
<i>Valencia</i>	36	83	77.7%	61.1%
<i>Grant/So. Catron</i>	12	25	75.0%	83.3%

c. Time-Limited Reunification

Time-limited reunification (TLR) contractors provide services to families when a child cannot be safely maintained in the home and the child enters foster care. TLR contractors are required to provide intensive services to families and assist PSD in reunifying families in an expedited time frame. Eligible families must be referred within 12 months of the most recent removal from the home and will potentially reach trial home visit within 4 months of the date of referral. In addition, TLR contractors are required to conduct at least one home visit per month for up to four months after PSD has closed the case in order to provide support services to the family and to assess safety of the children. TLR services are available to families 24 hours a day, seven days a week. The services provided through TLR are multifaceted and may include the coordination of resources to support safety plans, the provision of supervised and monitored visitation, parent education and skill building and monitoring when the child returns to the home. These contracts also incorporate monthly meetings that include the TLR provider, the biological family, PSD worker, other service providers and/or interested parties; the focus of the monthly meetings is to review the safety assessment, treatment plan, reunification goals, visitation plan and progress related to the reunification plan to ensure the family is receiving the appropriate services required to achieve timely reunification. 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 in effort to further support the reunification process.

PSD was on target to spend the allocated 20% in 2018.

2018 APSR Update:

An RFP was released for competitive bids to provide time-limited reunification services beginning in July 2017. TLR services began in late July 2017 after awards were finalized in Dona Ana, Lea, Bernalillo, Sandoval and Valencia counties and services continued in these counties in FY 18. In February 2018, the contract with the community based provider in Valencia County was terminated due to a lack of referrals meeting the required timeframe. Recognizing this challenge, with the combined RFP, CYFD is expanding its reunification services to include children returning home from Foster Care or other out of home placements who are reunifying with their parents, other family members, or fictive kin, and anyone pursuing guardianship. In addition to this expansion, CYFD will maintain a focus on reunifying families in an expedited timeframe (less than 15 months) by retaining the TLR service model.

County	# of families served during 12-month period ending December 31, 2017	# of children served during 12 month period ending December 31, 2017	Of families served, percentage with a Trial Home Visit starting within 4 months of referral to TLR program
<i>Bernalillo/Sandoval</i>	40	69	87.5%
<i>Dona Ana</i>	15	36	86.7%
<i>Lea</i>	6	16	83.3%
<i>Valencia</i>	9	21	100.0%

d. Adoption Promotion and Support

When it is determined that a child cannot be reunited safely with their parent or guardian, PSD works to identify an adoptive home that will meet the child's unique needs and provide a nurturing, stable family environment. PSD has a policy preference for placement with and adoption by relatives. Both relatives and non-relatives have the same licensing requirements which includes criminal records checks, child abuse and neglect checks, pre-service training, home safety check and mutual assessment process. PSD works to minimize the trauma often associated with changes in placement by implementing concurrent planning and encouraging adoption of children by their current foster parents.

PSD provides adoption promotion and support services through a combination of PSD staff and contracted services. PSD staff and contract providers are available to recruit, train and study and support foster and adoptive families as well as provide post-adoption and guardianship placement support services. Post adoptive support services are available through state and IV-B subsidies. PSD works with AdoptUSKids and other national exchanges to conduct child-specific recruitment for children needing adoptive families.

PSD continues to utilize the Structured Analysis Family Evaluation (SAFE) home study process throughout the state. The SAFE home study process, which includes an extensive psychosocial assessment of all household members of a prospective foster and adoptive family, is intended to result in a more comprehensive evaluation of family functioning and more safe and stable placement options for children.

PSD contracts with a statewide agency provides post-decree family support services for adoptive families. The FIESTA program includes family activities, education, support groups, a warm line and training, networking and social opportunities for adoptive parents and specialized training in adoption competence for therapists and mental health professionals who provide therapeutic services to PSD families. Information is available to adoptive families statewide through a lending library of books, videos, and DVDs. PSD also sponsors a blog as another opportunity for parents to network on-line. The contract provides a quarterly newsletter for all adoptive parents. Adoptive parent family contacts reside in and serve each of the five PSD regions and are responsible for coordinating activities and running the warm line.

PSD continues to offer the annual Adoption Conference to all adoptive families and their children. In 2018, PSD contracted with La Familia-Namaste, Inc to coordinate the adoption conference. The conference allows adoptive families to meet other adoptive families and for parents to receive training on adoption related topics while their children are engaged in activities during the day. The theme for the 2018 Adoption Conference was "Connection First, Family Forever: A Deeper Look at TBRI." A total of 128 adoptive parents attended the conference. Evaluations indicated the topic was well received and families like trauma based training.

PSD continues its partnership with the Heart Gallery of New Mexico. The Heart Gallery of New Mexico offers small grants to children and families to support special needs of the family that may include training, camps, and or additional support. The Heart Gallery of New Mexico has been an invaluable resource for supporting PSD adoption recruitment efforts.

Adoption Promotion and Support services are provided statewide and available in every county.

2018 APSR Update:

PSD continues to utilize the Structured Analysis Family Evaluation (SAFE) home study process throughout the state. The SAFE home study process, which includes an extensive psychosocial assessment of all household members of a prospective foster and adoptive family, is intended to result in a more comprehensive evaluation of family functioning and more safe and a stable placement options for children. PSD and Consortium for Children entered into a contractual agreement in 2018 to provide Structure Analysis Family Evaluation (SAFE) training to PS staff and private providers.

PSD continues its multi-year contract with La Familia-Namaste, Inc to provide home study services statewide for the agency. The population being served are families or individuals interested in adopting children in CYFD custody. This agency services only families identified and referred to the agency by CYFD.

In FY18 297 families were referred to the statewide agency to conduct home studies.

PSD continues it's a new multi-year contract with La Familia-Namaste to provide post-decree family support services for adoptive families. THE FIESTA program included family activities, education, support groups, a warm line and training, networking and social opportunities for adoptive parents and specialized training in adoption competence for therapists and mental health professionals who provide therapeutic services to PSD families. Information is available to adoptive families statewide through a lending library of books, videos and DVDS. The contractor provides social media as another opportunity for parents to network on-line. Adoptive parent family contacts reside in and serve each of the five PSD regions and are responsible for coordinating activities and running the warm line.

In FY18, the FIESTA program served the following:

- Total Participant Families: 1586
- Total Child Participants: 1874
- Total New Families: 332
- Total Social Media participants: 1045
- Lending Library: 313
- Warm line: 673

E. Heart Gallery of New Mexico

PSD continues to work with the Heart Gallery of New Mexico and other Heart Galleries across the country seeking to transition to this system of child specific recruitment. As of June 2018, PSD has 40 permanent digital displays across the State. Nineteen galleries are in Albuquerque at various public venues, five in Alamogordo, five in Las Cruces, five in Santa Fe and two in Farmington, one each in Lovington, Artesia and Roswell. There is also one unit which travels to various conferences around the State. It is expected this digital outreach will continue to grow.

During this fiscal year, PSD partnered with New Mexico Friends of Foster Children (NMFFC) and The New Mexico Child Advocacy Network (NMCAN) to assist in meeting foster children's needs and to support adoption events. The events were funded by two State contracts managed by these non-profits.

In FY17/18, 203 adoption-available children attended adoption matching events which have already occurred. One event has not yet occurred as of this writing, and is scheduled for June 9th. We expect another 45-60 children to attend that. Adoption events scheduled over the year included three youth events, four all age events, and one event specifically for freed children with disabilities. The events included:

- Exceptional Parents for Exceptional Kids
- Home on the Range
- Scaling New Heights Together
- Christmas Dinner with the Carpenters
- Lovin' from the Oven
- Carpenters/Jewelry Box Construction
- Equine Extravaganza
- Playing in Pecos

NMFFC also utilized funds for videos shot and edited for recruitment, a small amount of printed portraits, including "We Adopted!" portrait displays, updating Heart Gallery photos or digital displays, monitors at public events to display Heart Gallery adoption information and charter bus transportation to assist children in attending an adoption event. NMFFC provides volunteers to run nearly all of our adoption matching events.

Some of the gifts provided to adoption available children at events were donated by people within New Mexico and by people in other states who are aware of our program. These included quilts, clothing, sporting goods, and foods.

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. PSD's CAPTA Plan is submitted separately from the Child and Family Service Plan.

4. Chafee Foster Care Independence Program

New Mexico provides services to meet the needs of older youth in foster care, those youth who have aged out of foster care, and those youth adopted from the foster care system at sixteen years of age or older. A statewide youth advisory board, Leaders Uniting Voices, Youth Advocates of New Mexico 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.

In addition to providing services to older youth in foster care, youth who aged out of foster care at age 18, and youth adopted from the foster care system at sixteen years of age or older PSD now provides services to youth who discharged to Kinship Guardianship at age 16 or older. PSD continues to have a strong partnership with LUVYANM and other youth partners in New Mexico to strengthen the Chafee program.

Components of New Mexico's Chafee Foster Care Independence Program are provided in more detail in Section VI.

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. Components of New Mexico's ETV program are provided in more detail in Section VI.

PSD has made strong efforts in the past year to provide ETV funds through outreach and youth engagement. Components of New Mexico's ETV program are provided in more detail in Section VI.

C. Service Decision Making Process for Family Support Services

Agencies and organizations are selected for funding to provide family support services through the CYFD request for proposal process. The Community Services Bureau within PSD partners with CYFD’s Contract Development Unit to develop and release request for proposal (RFP)’s to those agencies and organizations that provide services specific to PSSF requirements. Requests for proposals are evaluated by a team of field staff and community service bureau employees. Once evaluated, the team makes a recommendation to Office of Secretary on who to award the contract. Once the contract is awarded, the Community Service Bureau and Contract Development Unit negotiate final contract with the selected agency or organization.

D. Populations at Greatest Risk for Maltreatment

PSD recognizes that New Mexico’s population at greatest risk for maltreatment are children aged 0 to 5 years old.

2018 APSR Update:

PSD continues to focus on children ages 0-5 years of age through referrals to early childhood programs such as Family Infant Toddler (FIT) programs, infant mental health teams, community based child abuse prevention, and IV-B programs. PSD also continues to provide Circle of Security Parenting to domestic violence survivor and offender through domestic violence contracted programs to better serve children, youth and families.

As indicated by the chart below, the percentage of maltreated victims for years 2011 through 2017 continues to be consistently higher for those victims less than one year of age. PSD saw a decrease in maltreatment for the age groups three to five year olds. PSD speculates that this may be due to the expansion of child care assistance for families and at-risk children that come to the attention of PSD.

Maltreatment Victims by Age (Percent of Total)							
Age of Victim	2011	2012	2013	2014	2015	2016	2017
< 1	10.5%	10.8%	12.6%	12.6%	13.1%	13.6%	13.7%
1	7.6%	7.1%	6.3%	6.5%	6.7%	6.7%	6.6%
2	7.6%	6.6%	6.9%	6.3%	5.9%	6.4%	5.9%
3	7.1%	6.9%	6.5%	6.6%	5.7%	5.7%	5.3%
4	6.9%	6.6%	6.6%	6.1%	5.5%	5.4%	5.5%
5	7.1%	6.5%	7.7%	7.0%	6.3%	5.8%	6.2%
6	6.7%	7.2%	7.0%	6.9%	7.2%	7.0%	6.0%
7	6.2%	6.0%	6.6%	7.1%	6.5%	6.6%	5.9%
8	6.2%	5.6%	5.7%	5.9%	6.2%	6.3%	6.4%
9	4.9%	5.2%	4.8%	5.3%	5.6%	5.4%	6.1%
10	4.7%	5.5%	4.8%	4.6%	5.0%	5.4%	5.1%
11	4.7%	5.2%	4.5%	4.3%	4.7%	4.8%	5.1%
12	4.4%	4.6%	4.3%	4.3%	4.7%	4.2%	4.3%
13	3.8%	4.2%	3.9%	4.4%	3.9%	3.9%	4.2%
14	4.0%	3.7%	3.8%	3.9%	3.9%	3.9%	3.7%
15	2.5%	3.2%	3.3%	3.3%	3.7%	3.4%	3.8%
16	2.7%	2.9%	2.4%	2.9%	2.9%	3.2%	3.1%
17	1.7%	2.0%	1.7%	1.5%	1.9%	1.8%	2.2%
Unknown	0.5%	0.5%	0.6%	0.7%	0.7%	0.6%	0.8%

Source: NCANDS Data

E. Services for Children Under Five

For state fiscal year 2014, quarter three there were 2163 children in care; of those, 937 (43.3%) were under age five.

PSD has developed a work group to review and revise policies and procedures for children 0 - 5. These policy and procedure changes will review timelines for hearings, permanency and services for this population. The "Survey of State Child Welfare Agency Initiatives for Maltreated Infants and Toddlers" will serve as a guide for the review and recommended changes.

PSD has been and will continue making several efforts to target services to this age group:

- **Family Support Services:** In an effort to target services to those at most risk, during the coming year family support services will be prioritized for parents and secondary caregivers who have a child age 0 to 5 who is at risk of abuse or neglect.
- **Safety Management:** A key factor in PSD's safety assessment process is the vulnerability of the child, and the child's age obviously enters into that assessment. Focusing on safety throughout the life of a case ensures that the safety of young, vulnerable children is considered.
- **Early Intervention:** 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.
- **CYFD Early Childhood Services:** Infants and children in PSD custody or at risk of coming into custody are often eligible for a range of services provided through CYFD's Early Child Services Division and its contractors, including childcare, infant mental health services, pre-K programs, and home visiting.
- **Infant Mental Health Teams:** PSD is partnering with providers in pilot sites within the state to enhance the state's workforce capacity (providers, PSD staff and foster parents) in terms of the provision of infant mental health services. PSD is working with the Early Childhood Division to identify more pilot sites and increase use and understanding of home visiting services in the state.
- **Neurosequential Model of Therapeutics:** PSD staff and foster parents have received training on the neurosequential model of therapeutics. This model is an approach that integrates core principles of brain development and the impact of trauma. This model has three components: training and capacity building, assessment and then, recommendations. Training and capacity building has occurred for approximately 30 individuals.

Children under the age of three who are subject of a substantiated report of child maltreatment, whether or not they enter PSD custody, are referred to the state's early intervention program, Family Infant Toddler (FIT), for an assessment.

2018 APSR Update:

The Community Based Child Abuse Prevention (CBCAP) programs continue to provide home based and evidence-based prevention services to families with children 0-5 years old. These services target families that do not have an open substantiated maltreatment case with CYFD. Families are offered targeted case management, family planning and individualized evidence-based/evidence-informed parenting education to families in the following communities: Rio Arriba, Taos, Northern Santa Fe, Bernalillo, the 5 Sandoval County Pueblos, and Dona Ana Counties. Rio Arriba, Taos, and Santa Fe counties have seen an increased need for prevention services so in FY18 an additional case manager was hired to meet that increased need. Preliminary data for FY 18 shows that there is a low repeat maltreatment rate for families who engage in the CBCAP programs. We hope to have a comprehensive data report completed within the next year. With the four-year CBCAP contract cycle coming to an end, in the upcoming year, CYFD will evaluate the effectiveness of the CBCAP programs in order to make any necessary changes to the program's design.

PSD field staff currently provide safe sleep brochures and information to families during home visits or interventions with families. In 2016, the Department of Health and CYFD jointly decided not to provide training

on “The Period of Purple Cry” due to new research indicating that allowing a baby to cry too much could cause inflammation of the brain, and possible brain damage. CYFD converted the live Safe Sleep training to an e-course, and all field staff are required to complete this e-training.

PSD staff, foster parents and community partners continue to be trained on the neurosequential model of therapeutics. Thirty individuals remain trained. In October 2018, another cohort of individuals will be trained.

CYFD’s secretary continues to focus on prevention throughout New Mexico as part of the CYFD’s strategic plan and PullTogether. Some of PullTogether’s accomplishments include:

- Creation of CYFD ambassadors, comprised of over 100 employees, who will be an open line of communication for questions, concerns and new ideas for PullTogether in their county.
- Rollout of “Am I Eligible” survey on PullTogether website, which will be a one-stop shop for families to find out what services they may be eligible for, launched in January 2017.
- In April 2017, the school plan - #SAFE initiative was rolled out to all public elementary, middle and high schools to promote awareness of #SAFE and mandated reporting.
- In April 2018, the #SAFE initiative was rolled out to all licensed child care centers to promote awareness of #SAFE and mandated reporting.
- Identified over 70 school liaisons located in every county office that will be the open line of communication for their designated school in regards to PullTogether/CYFD related issues.
- Distributed over 320,000 pamphlets that describe available resources to families (partnership with law enforcement, courts, schools, public health offices, workforce solution offices, CYFD offices).
- There are now close to 98,000 users of the PullTogether.org website with over 240,000 page views to simplify how people navigate existing resources in their communities.
- Over 1,600 calls to the Resource and Referral Phone line.
- CYFD collected approximately 3,900 backpacks through its backpack program. These backpacks are filled with comfort items like toys, blankets and journals. They are being used by PS workers all over the state to hand out to children who come into our care.
- We've established sixteen community hubs throughout the state. These hubs are being run by community leaders. Their main goal is to connect families to resources within their community. We plan to create many more hubs.
- Collaboration with Molina Healthcare to include PullTogether pamphlets in all new member packets. Approximately 25,000 new members each year.

Efforts to provide services for children under the age of five to New Mexico are:

- The “At-Risk” Childcare program, which provides free childcare to families whose children are at risk of child maltreatment or repeat child maltreatment;
- Relative guardianship assistance provided to families to prevent kids from lingering in foster care;
- Child and adult food care program at child care facilities and at high risk locations such as WIC offices, medical clinics and Child Support Enforcement offices;
- Neonatal Intensive Care Home Visiting Services Project for children and families began in July 2017 through Early Childhood Services Division;
- Use of wrap around services to families and children to prevent children coming into foster care;
- Home visiting program, a program in which a provider visits new parents and infants in their homes; and
- Access to Infant Mental Health Teams around the state.

F. Services for Children Adopted From Other Countries

CYFD Protective Services Division (PSD) does not have a specific policy on re-homing of adopted children. If an inter-country adoptive family calls into statewide central intake for assistance, they are referred like all families for services appropriate to their situation. As with any adoptive family in New Mexico, inter-country adoptive families have access to post adoption services through the FIESTA program funded by CYFD.

PSD continues to partner with the Adoption Alliance Network, adoption agencies certified by CYFD, certified counselors and investigators to educate them on this new requirement to ensure the network is up to date with the processes.

If an inter-country adoption family comes to the attention of CYFD as being in crisis or are in the process of a dissolution or disruption, a referral notification will be made with the family's name, child's name, number of children, agency name that handled the adoption, plans for the child as available, and the reason for the disruption or dissolution to the Council on Accreditation(COA) at 212-797-3000 or haguecompliance@coanet.org and to Department of State at adoptionusca@state.gov.

PSD will work with our information system to determine the best method to capture the data will be with inter-country adoptive families come to the attention of CYFD. PSD will encourage adoption agencies and certified counselors/investigators to track the number of families that come to their attention for reporting.

2018 APSR Update:

PSD utilized the FFY17 AFCARS data to identify children who experienced a dissolution by utilizing the removal reasons of abandonment and dissolution. Based on the research, no children (0) were identified this year as having being adopted through an inter-country adoption.

PSD continues to provide services to a sibling group of seven (7) children in custody whom were previously adopted from another country with a dissolution. Two agencies involved in the private adoption were Adoption Resource Center in Baltimore, MD and Frank Adoption Center in Wake Forest, NC. Two of the children were adopted independently and two other are unknown to the department.

PSD continues to follow up with the private adoption agencies in New Mexico for this reporting period. The agencies indicated they did not serve any children at risk of disruption or dissolution involved in inter-country adoptions during In Fiscal Year 2018. La Familia-Namaste, Inc continues to provide post adoption services in New Mexico. Families participate in the statewide events and many more participate in discussions or forums in the FIESTA Facebook page. The FIESTA program is available and accessible to all adoptive families including children and families adopted from other countries. During FY18, FIESTA provided services to children adopted in other countries, none of the children served disrupted from their adoptive placements.

PSD offers services to children adopted from other countries that come to the attention of the PSD to ensure safety permanency and wellbeing for the children. Post adoption services are offered through FIESTA program as well as case management from a PSD worker.

The Foster Care and Adoption Bureau will work with the Research, Assessment and Data Bureau and the Federal Reporting Bureau to develop a statewide procedure to identify children in care involved in an inter-country adoption and disruption or dissolution, to include the agency that handled the adoption, plan for the child and reasons for the disruption or dissolution.

Post Adoption Support Services: Through the multi-year contract between La Familia and CYFD, PSD continues to serve any adoptive family statewide to include public and private adoptions. These services provide adoption training, technical support and networking groups for adoptive children, adoptive parents and other family members to include, but not be limited to biological or other adopted children in the adoptive home including post-placement and post-decree to provide support, information, preparation and understanding of the adoption related events occurring in their lives. The contracting agency maintains a lending library of adoption resource and referral information to share resources with adoptive families in the state. The purpose of these services to reach as many adoptive families as possible. Calendar of events is publicized in the CYFD

adoption newsletter. Through the contractual agreement, the agency provides an online support network so that families can correspond with other families throughout the state.

The foster care and adoption bureau continues to participate in meeting with the Adoption and Foster Care Alliance of New Mexico and provides information regarding to the available services that are available to any of the adoptive families served by private agencies or independent counselors.

G. *Preventing Sex Trafficking and Strengthening Families Act P.L. 113-183*

In December 2014, PSD began collaborating on P.L. 113-183 through co-chairing with a Children’s Court judge and the Domestic Child Sex Trafficking Task Force. This task force consists of PSD, judicial representatives, law enforcement, juvenile justice, medical providers, district attorney’s office, youth, community providers, tribes, pueblos, and community individuals. The purpose of the task force is to develop a comprehensive system in New Mexico to address child sex trafficking in New Mexico and to begin to address the components in the Preventing Sex Trafficking and Strengthening Families Act. The group is focused on development of PSD policy and procedure, services, community outreach, education and training, law enforcement response and prevention.

PSD has also been working with youth through LUVYANM and NMCANS related to the portions of the law on case review and case plans, transition planning, youth documents, and prudent parenting.

In late June 2015, PSD will begin work with the Administrative Office of the Courts and National Center for Missing and Exploited Children (NCMEC) related to reporting on children missing from care.

Policy and procedure will be updated for all components of P.L. 113-183 by September 29, 2015.

2018 APSR Update:

Beginning in July 2018 through September 2018, a total of 709 PSD staff statewide completed training in Youth Sex Trafficking. The curriculum was developed by the PSD Training Director with the assistance of Behavioral Health; the curriculum included both an e-learning component and a three hour face to face training that took place throughout the state:

Las Cruces – 6 Face to Face Trainings Offered

Roswell – 2 Face to Face Trainings Offered

Albuquerque – 10 Face to Face Trainings Offered

Farmington – 2 Face to Face Trainings Offered

Santa Fe – 4 Face to Face Trainings Offered

Las Vegas – 1 Face to Face Trainings Offered

Rio Rancho – 1 Face to Face Trainings Offered

Clovis - 2 Face to Face Trainings Offered

In addition to the e-learning and face to face training provided to PSD staff, the same curriculum was presented to foster parents at the Foster Parent Conference held at the beginning of September 2018.

V. Consultation and Coordination Between State and Tribes

A. Input, Coordination and Collaboration From Tribes to Develop CFSP

The 2015-2019 plan was developed after a series of weekly meetings with stakeholders that occurred in April and May 2014. Tribal entities that were able to attend some of the meetings were: Navajo Nation, (Michele Jones), Pueblo of Zuni (Betty Nez) and Pueblo of Acoma (Donalyn Sarracino). Tribal input for our plan was obtained through our April and May 2014 stakeholder meetings and through the Title IV-B Tribal meeting that occurred in April 2014. After each stakeholder meeting notes were sent out through e-mail to be distributed for additional input and feedback. PSD utilized the Indian Affairs Department to assist in sending out invitations each of the tribes and pueblos for the PSD stakeholder meetings. The stakeholder meetings were also advertised in the Indian Affairs Department's newsletter in April and May of 2014. Below is a list of our tribal partners invited to the April and May 2014 stakeholder meetings:

Tribe or Pueblo	Tribe or Pueblo Representative
<i>Pueblo of Acoma</i>	<i>Governor Fred S. Vallo, Sr, Donalyn Sarracino, Sharon Young</i>
<i>Pueblo of Cochiti</i>	<i>Governor Joseph H. Suina</i>
<i>Pueblo of Isleta</i>	<i>Governor E. Paul Torres, Caroline Dartez</i>
<i>Pueblo of Jemez</i>	<i>Governor Joshua Madalena, Carla Sandia, Hennetta A. Gachupin</i>
<i>Pueblo of Laguna</i>	<i>Governor Richard B. Luarkie, Marie Alarid</i>
<i>Pueblo of Nambe</i>	<i>Governor Phillip A. Perez, Venus Mongofeds</i>
<i>Ohkay Owingeh</i>	<i>Governor Marcelino Aquino, Rodelle Thompson</i>
<i>Pueblo of Picuris</i>	<i>Governor Richard Mermojo</i>
<i>Pueblo of Pojoaque</i>	<i>Governor George Rivera</i>
<i>Pueblo of San Felipe</i>	<i>Governor Joseph E. Sandoval, Darlene J. Valencia</i>
<i>Pueblo of San Ildefonso</i>	<i>Governor Terry L. Aguilar, Sharon Serrano, Julie Sanchez</i>
<i>Pueblo of Sandia</i>	<i>Governor Stuart Paisano, Randall Berner, Kimberly Lorenzini</i>
<i>Pueblo of Santa Ana</i>	<i>Governor George M. Montoya, Nathan Tsosie</i>
<i>Pueblo of Santa Clara</i>	<i>Governor J. Michael Chavarria, Jacque Wright, Julie Bird, Terri Chavarria</i>
<i>Pueblo of Santo Domingo</i>	<i>Governor Oscar K. Lovato, Tori Garnat</i>
<i>Pueblo of Taos</i>	<i>Governor Clyde M. Romero, Ezra Bayles, Helena Concha</i>
<i>Pueblo of Tesuque</i>	<i>Governor Robert Mora, Sr., Jeannette Jagles</i>
<i>Pueblo of Zia</i>	<i>Governor David Pino, Victoria Herrera</i>
<i>Pueblo of Zuni</i>	<i>Governor Arlen P. Quetawki, Sr., Betty Nez, Marla Fastwolf</i>
<i>Jicarilla Apache Nation</i>	<i>President Ty Vicenti, Hilda Petago, Karen Keating, Susan Thompson, Rubesan Sandoval, Olivia Nelson, Violet Garcia</i>
<i>Mescalero Apache Tribe</i>	<i>President Danny Breuninger, Sr.</i>
<i>Navajo Nation</i>	<i>President Ben Shelly, Regina Yazzie, Irene Eldridge, Michele Jones</i>
<i>Navajo Nation Council</i>	<i>Johnny Naize</i>
<i>All Pueblo Council of Governors</i>	<i>Chairman Terry L. Aguilar (San Ildefonso Pueblo) and Secretary Vincent Toya, Sr. (Jemez Pueblo)</i>
<i>Five Sandoval Indian Pueblos</i>	<i>Director James Roger Madalena</i>
<i>Eight Northern Indian Pueblos Council</i>	<i>Executive Director Gil L. Vigil</i>
<i>Ramah Navajo</i>	<i>Vera Beaver, Loretta Martinez, Jemlisa Raplult</i>
<i>Southern Ute</i>	<i>Ann Hale</i>

Information obtained from the April and May 2014 stakeholder meetings and Title IV-B tribal meeting was utilized to develop PSD's strengths, challenges and assisted in identifying goals for our Plan for Improvement. Over the next five years, PSD plans to hold monthly stakeholder meetings to obtain ongoing feedback and assist in identifying strengths, challenges and progress towards goals.

PSD will share the CFSP with tribal partners through the Native American Liaison and tribal contacts. We will request a copy of each tribal CFSP directly through their governor or president and through our tribal liaison.

Opportunities for consultation also 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. Below are some opportunities PSD utilizes for collaboration and coordination of services with New Mexico tribal partners.

- Tribal-State Judicial Consortium – the purpose of the tribal consortium is to build closer relationships between the state and tribal courts and enhance communications. PSD attends quarterly meetings as an interested party. Subcommittees address state services for tribal children, full faith and credit, collaboration and compliance with ICWA.
- Indian Child Welfare Protection conference planning committee – conference coordinated in collaboration between CYFD, BIA, community partners and tribes around the state.
- PSD presentation at the yearly Tribal Title IV-B, includes presentations on Title IV-E, Chaffee funds, ETV funds and obtaining feedback from tribal partners.
- IGA's – Ongoing discussions with PSD and tribes around the state to address the option of entering into an IGA that addresses tribal licensing. One goal of the IGA is to increase ICWA preferential placements by partnering with tribes to increase licensing of tribal foster families. Currently for a foster family to be licensed by a tribal entity, CYFD is required to enter into Intergovernmental agreements (IGA) with the tribe.
- Quarterly IGA meetings with Navajo Nation to discuss the roles and responsibilities of the Nation and the state for ensuring ICWA placement preference for Indian children.
- Quarterly ICWA staffings with Navajo Nations, so children outcomes can be achieved more timely.
- PSD notification to tribes when children come into care and ongoing partnering with the tribe during the time the child is in custody.
- IV-E unit provides ongoing collaboration, training and technical assistance with tribes, pueblos and the Nation in the area of IV-E.
- PSD partners with CCIC cross-training grant to ensure tribal representatives are invited to all training events and topics are relevant to tribal partners.
- PSD participates in the BIA-Tribal Social Services quarterly meetings on ICWA coordination issues and concerns in order to jointly address children and family issues.
- PSD utilizes our CYFD Native American liaison to assist in facilitation and mediation of some staffings, provide information to out of state tribes and assist with tribal requests for home studies for off reservation homes.
- PSD has identified a PSD Title IV-E staff person to be the designated primary contact for eligibility determinations, questions, consultations and technical assistance or training regarding children in tribal custody. Templates have also been developed for court orders in tribal court to incorporate the required language in the order to determine IV-E eligibility.
- Tribal youth are eligible for the same services under the Chafee Foster Care Independence Program and Education and Training Voucher Program as youth in the custody of the state.

2018 APSR Update:

PSD provides a copy of the APSR each year to the tribes and pueblos of NM. PS will provide the completed 2018 APSR again this year.

The CYFD Native American Liaison, the Federal Reporting Bureau Chief, and the Title IV-E Manager are responsible for dissemination of information to the tribes and pueblos. They are also responsible for coordination of collaboration efforts with the tribes and pueblos. PS maintains either Joint Power Agreements (JPAs) and/or Intergovernmental Agreements (IGAs) with several of the tribes and pueblos in the state. Since June 2016, PSD has received requests to enter a JPA with the Pueblo of Zia, the Mescalero Apache tribe, and the Ramah Navajo Chapter. Several meetings were held during the last year with Ramah Navajo, PSD, and the Navajo Nation to discuss Ramah's request to enter into a JPA separate from the larger Navajo Nation. Ramah is also requesting to be a sub-contractor for the Social Security Block Grant; currently, the Navajo Nation receives SSBG funding but Ramah asserts that none of that money is being utilized for social service programs at Ramah Navajo, and that they should have their own contract for funding. Ramah Navajo has obtained technical assistance from PS on the process for becoming their own IV-E agency, and Ramah has obtained assistance from the Casey Foundation as well. PS plans to continue to support both entities, the Navajo Nation and Ramah Navajo, through this process.

Technical assistance is available and provided for the tribes and pueblos through the Title IV-E Unit. PSD has assigned an IV-E Specialist to work directly with the tribes and pueblos for all IV-E reimbursements as well as technical assistance and training when requested. On-site trainings were provided this year to Mescalero Apache, Ramah Navajo, Acoma, and Zuni by the IV-E unit.

All training opportunities offered to PS staff are also offered to tribal and pueblo staff. PSD disseminates information on trainings through emails and through the Tribal ICWA Consortium. PSD communicates with the Consortium coordinator and presents to the Consortium when asked. PSD has recently been invited to become a regular attendee at the Consortium meetings. PSD will attend a portion of each quarterly Consortium meeting to provide information, receive questions and feedback, and further collaboration efforts with tribal stakeholders.

B. Description of Understanding of Responsibility to Provide Child Welfare to Tribal Children

Compliance with the Indian Child Welfare Act (ICWA) is a high priority for PSD, CYFD, and the State of New Mexico 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).

2018 APSR Update:

PSD is still in the process of updating policies and procedures to be in line with the new ICWA regulations. PSD convened a workgroup in 2016 that included key PSD staff as well as tribal and pueblo stakeholders. This workgroup stopped meeting when the Federal Reporting Bureau Chief position turned over, and needs to be re-convened so that the policy and procedure can be finalized.

In April 2018 PS attended the Tribal IV-B meeting. Presentations were given by the, the Chief CCA and the Youth Services Bureau Chief. CYFD presented the availability of Youth Services and programs for adolescents in foster care, including information on access to Chaffee funds. The Chief CCA provided information on PSD’s Safety Organized Practice initiative, as well as some updates on the NM Children’s Code.

The State of NM holds an annual NM Tribal Leadership Summit which PSD is also asked to attend. This Summit was held in June of 2017. The CYFD Native American Liaison from the Office of the Cabinet Secretary attended this summit and offered consultation on-site for anyone in attendance. PSD fielded several questions regarding cases or children in care, and has relayed these questions back to the local field office if they could not be answered at the Summit.

C. Ongoing Compliance with ICWA

ICWA compliance is documented in individual case records (in court reports, activities, narratives, etc.) and compliance data will be obtained through QA. PSD ensures compliance with ICWA through staff training, supervision, QA reviews and ongoing meetings with tribal representatives. PSD will continue to address ICWA compliance through training. ICWA is included in the legal module of foundations of practice. A 90-minute e-learning course, Introduction to ICWA, is also mandatory for all staff.

PSD will utilize data from QA Reviews, information obtained from our judicial partners, and information from meetings between PSD and tribal partners to improve or maintain our compliance with ICWA.

2018 APSR Update:

PSD is still in the process of updating policies and procedures to be in line with the new ICWA regulations. PSD convened a workgroup in the summer and fall of 2016 that included key PSD staff as well as tribal and pueblo stakeholders. This workgroup stopped meeting when the Federal Reporting Bureau Chief position turned over, and needs to be re-convened so that the Policy and Procedure can be finalized.

Mandatory ICWA training is still required for all PSD staff. The PSD Chief CCA held a webinar training for field staff on the new ICWA guidelines in February 2017. The Chief CCA also issued written guidance on how to implement the new ICWA guidelines in February 2017.

PSD attends the annual State of NM Tribal Leadership Summit to participate in a question-and-answer session and to provide technical assistance to the Pueblos and Tribes attending the Summit. The Summit provides an opportunity to directly communicate with tribal governmental leadership about PSD initiatives, as opposed to the only communicating with tribal social services representatives, which PSD maintains frequent communication.

Each month the Quality Assurance team conducts a legal review of practice in a different county throughout the year. In this review, one of the many data points captured pertains specifically to ICWA compliance. The process includes a review of the hard copy legal records, a FACTS review, and meetings with the Children’s Court Attorney and/or Managing Attorney. The reviews are conducted by a QA Specialist and a peer review that include the Regional Children’s Court Attorney, the assigned Children’s Court Attorney, and a Title IV-E Specialist. The intent of the review is to determine the strengths and challenges from the legal perspective and

to identify opportunities for improved collaboration between legal services and program. The following are the ICWA specific related results from the QA Legal Reviews conducted in the State of New Mexico from 2015-2017. It should be noted that at the time of this report, we have only completed eight months of 2017.

PSD will be able to report calendar year data for 2018 in the next Child and Family Service Plan (CFSP), and will continue reporting calendar year data each year thereafter.

<i>Question</i>	<i>QA Review 2015</i>	<i>QA Review 2016</i>	<i>QA Review 2017</i>
1. <i>Was there notification to Indian parents and tribes of state proceedings involving Indian children and their right to intervene?</i> a) <i>Initial Custody Hearing</i>	NA- filed before 12/31/14-100% (N=15)	Yes- 48% No- 14% NA filed before 12/31/14- 38% (N=21)	Yes- 85% NA- filed before 12/31/14- 15% (N=13)
b) <i>TPR Hearing</i>	Yes-46% No-9% no No TPR filed-36% No info provided-9% (N=11)	Yes- 39% No- 11% NA no TPR files-44% Info not provided-6% (N=18)	Yes- 13% No- 13% NA-no TPR files-74% (N=8)
2. <i>Was the child placed in accordance with Placement Preferences of Indian children in foster care, pre-adoptive, and adoptive homes?</i> a) <i>Dispositional Hearing</i>	Yes- 67% No- 33% (N=15)	Yes- 15% No-70% No finding- 15% (N=20 cases)	Yes- 36% No- 64% (N=11)
1. <i>Did the Court find there was good cause to deviate from ICWA preferred placement?</i>	Yes- 60% No- 40% (N=5)	Yes-79% No-7% No finding- 14% (N=14)	Yes-72% No-14% No finding- 14% (N=7)
b) <i>Initial Permanency Hearing</i>	Yes- 58% No- 42% (N=11)	Yes- 33% No-61% No info provided-6% (N=18)	Yes- 29% No-42% No info provided- 29% (N=17)
1. <i>Did the Court find there was good cause to deviate from ICWA preferred placement?</i>	Yes- 40% No- 60% (N=5)	Yes- 73% No-0% No finding- 27% (N=11)	Yes- 100% (N=3)
c) <i>On-going Permanency Hearing</i>	Yes- 29% No- 57% Info not provided 14% (N=7)	Yes- 7% No-86% Info not provided-7% (N=14)	Yes- 20% No-20% Info not provided- 60% (N=5)
1. <i>Did the Court find there was good cause to deviate from ICWA preferred placement?</i>	Yes- 50% yes Info not provided-50% (N=4)	Yes- 83% No-0% No finding- 17% (N=12)	Yes- 100% (N=1)

<p>3. Were active efforts were made to prevent the breakup of the Indian family when parties seek to place a child in foster care or for adoption? a) Adjudication Hearing</p>	<p>Yes- 60% Stipulated- 27% No finding- 13%</p> <p>(N=15)</p>	<p>Yes, compliance- 35% Yes, stipulated- 45% Yes, no compliance-0% No finding-20%</p> <p>(N=20)</p>	<p>Yes, compliance- 27% Yes, stipulated- 73%</p> <p>(N=11)</p>
<p>b) TPR Hearing</p>	<p>Yes- 25% No finding-17% NA-TPR trial not occurred- 41% No info provided- 17%</p> <p>(N=12)</p>	<p>Yes finding- compliance- 6% No finding- 6% NA- Relinquishment- 11% NA- TPR trial has not occurred- 66% Info not provided- 11%</p> <p>(N=18)</p>	<p>NA- TPR trial has not occurred- 100%</p> <p>(N=8)</p>

D. Discussions with Tribes Related to the CFSP

The 2015-2019 plan was developed after a series of weekly meetings with stakeholders that occurred in April and May 2014. Tribal entities that were able to attend some of the meetings were: Navajo Nation, Pueblo of Zuni and Pueblo of Acoma. One meeting specifically focused on youth services. Each year, the Youth Services Bureau staff also participate in the New Mexico tribal Title IV-B meeting. During this meeting youth services staff discuss the services available to tribal youth including ETV funds, transition support services, and foster youth tuition and fee waiver.

2018 APSR Update:

PSD is committed to continuing to collaborate with the tribal and pueblo stakeholders of NM. Efforts to include tribal stakeholders include assignment of one IV-E Specialist to tribal cases; consultation and training with the IV-E Manager and Federal Reporting Bureau Chief, and involvement in the development of new PSD procedures.

VI. Chafee Foster Care Independence Program (CFCIP)

A. Agency Administering CFCIP

The New Mexico Children, Youth and Families Department (CYFD), Protective Services Division (PSD), Youth Services Bureau directly administers, supervises, and oversees the Chafee Foster Care Independence Program (CFCIP).

2018 APSR Update:

The Youth Services Bureau consists of the following personnel:

- Bureau Chief – Provides oversight and supervision for overall implementation of the program.
- Two Youth Transition Supervisors-- This position manages seven of the youth transition specialists and one of the senior youth transition specialists in order to assist the Bureau Chief in daily operations, supervision and guidance.
- One Lead Youth Transition Specialist-- Provides direct transition support services to individual youth across the state, provides staff training and technical assistance, assists with the coordination of ETV and Chafee program funds, acts as the chief adult supporter and liaison to LUVYANM, attends various collaborative meetings, and carries out other assignments to support the Bureau Chief, the Youth Transition Supervisors, and the Youth Transition Specialists.
- Eleven Youth Transition Specialists (YTS) – Provides direct transition support services to individual youth across the state.
- One Youth Transition Specialist (YTSA)-Provides support to Youth Transition Specialists and conducts credit reports.
- Business Operations Specialist – Provides administrative support to staff and management of the Youth Services Bureau.

B. Description of Program Design and Delivery

There are seven primary components of the services delivered to youth who are likely to remain in care until age 18 that assist and support youth in their transition to self-sufficiency. These are:

1. **Independent Living (IL) Assessment:** The IL assessment is completed by the permanency planning worker (PPW) within 60 days of the youth's turning 15 ½ years or within 60 days of the youth's entry into foster care if the youth comes into care after the age of 15 ½. All youth, regardless of their permanency plan, complete the Casey Life Skills Assessment (CLSA) via the internet and are reassessed annually so that the youth and those that are involved in the youth's life (PPW, foster parents, CASA, etc.) can work with the youth on developing the skills necessary to self-sufficiency as an adult. Specialized assessments are also available based on the youth's individual needs such as the Pregnant and Parenting Assessment or the American Indian Assessment.
2. **Life Skills Development:** Any youth 16 years of age or older in foster care participates in life skills development, regardless of the youth's permanency plan. Life skills development is an individualized process of learning the knowledge and skills necessary to be successful in living as an adult. Life skills may be acquired through a variety of methods including but not limited to group learning; taking advantage of teachable moments; use of community resources and mentors; self-paced or home base curricula; and individual practice with out-of-home providers. Life skills development is most effective when delivered through hands on, day to day participatory real life situations. In addition, the youth transition specialist

obtains a credit report for each youth ages 16 and 17 in foster care. Through this process, the YTS assists the youth in understanding what their credit report is and assisting youth in disputing any erroneous information contained in their credit reports.

3. **Transition Planning Process:** Approximately three months prior to a youth's 17th birthday, the youth transition specialist contacts the youth to schedule an informal pre-planning meeting for the youth's transition plan. During this meeting, the YTS supports the youth in developing goals and plans for what will happen when the youth turns 18 years old and emancipates from the foster care system. The areas the plan focusses on include housing, employment and income resources, education, physical and behavioral health, community support services, family, mentors, and other supportive adults. The plan and goals developed include multiple back-up plans, in the event that the youth's first plan does not work out. The YTS and the youth identify all the people the youth would like to invite to the meeting including, but not limited to the PPW, youth attorney, foster parents, CASA, mentors, biological family, fictive kin, friends, and community support people (i.e., clergy, coaches, teachers, mentors, etc.). The formal youth transition meeting takes place prior to the youth's 17th birthday. During this meeting the plan is presented to the youth's team and is refined with the input of those present. The transition plan or Toolkit for Adulthood is then attached to the court report and presented to the court at the first permanency hearing after the youth's 17th birthday. The plan may be updated at any time by request of the youth or any member of the youth's team prior to the youth's 18th birthday. All plans must be reviewed and updated with the youth and the youth's team within 30 days of the youth's 18th birthday or the youth's discharge hearing. The updated Toolkit for Adulthood is presented to the court at the youth's discharge hearing.
4. **Financial Resources:** Aside from the Education and Training Voucher program, there are three financial resources for which youth are eligible that support them in their transition to self-sufficient adulthood:
 - **Start-Up Funds** are funds available through the Chafee Act to assist eligible youth in purchasing the household items and services needed to establish a home or to support the youth's transition into adulthood. Expenses which are eligible for the use of Start-Up funds are determined according to the standards of the Chafee Act. Youth must fill out an application to receive the funds and turn in receipts for purchases to ensure the funds are used appropriately. Youth who emancipated from the foster care system are eligible for these funds as are youth who were adopted after the age of 16. Adopted youth may not use the funds for room or board payments. Start-Up funds must be used by the youth's 21st birthday.
 - **Independent Living Placement Status (ILPS):** ILPS allows an eligible youth to receive a stipend based on substitute care monthly maintenance payments. The stipend payment allows the youth to live as a boarder with a foster parent or to live independently with limited supervision regarding safety and appropriate use of funds. Youth must refrain from substance use and illegal activity and provide documentation on a monthly basis as to their participation in activities such as employment or education that will support their successful transition to adulthood. ILPS is available to youth who are likely to emancipate from the foster care system starting at age 17 and extending to age 21.
 - **Medicaid:** Medicaid is available to youth who have emancipated from the foster care system up to the age of 26 in accordance with the federal Affordable Care Act. Youth must fill out an application on an annual basis to ensure continued eligibility.
5. **Transition Support Services:** Transition support services are provided by the youth transition specialist for the purpose of preparing and assisting youth in their transition to adulthood. Services begin at the preparation for the transition meeting and may continue until the youth turns 21 years of age. Youth who are currently in foster care, youth who have emancipated from foster care, and youth who were adopted after the age of 16 are eligible for transition support services. Transition support services include, but are not limited to locating and maintaining safe and stable housing; identifying and accessing educational and vocational opportunities; information and referral on employment or income resources; referring youth to health and mental health services and ensuring enrollment in Medicaid; identifying local opportunity for mentors; linking youth with significant adult connections, prior to and after aging out of foster care; and accessing other continuing support services as available.

6. **Youth Leadership Skills**: Youth are engaged and empowered to participate in advocacy and policy making in multiple ways with CYFD. These include participating in Leaders Uniting Voices Youth Advocates of New Mexico (LUVYANM), planning and participating in the annual independent living youth conference, training of PSD workers, participating in policy meetings, public speaking at conferences such as the Children’s Law Institute and the foster parent conference, and advocacy work with the New Mexico legislature.
7. **Housing Services**: Youth services contracts with four housing programs across the state to assist youth in their ability to access affordable, safe, and stable housing. The housing programs are located in Santa Fe, Albuquerque, Las Cruces, and Hobbs. Collectively these programs are able to serve up to 30 youth per year.

2018 APSR Update:

Youth Transition Specialists and Permanency Planning Workers continue to serve youth 13.5 to 18 year olds together by meeting more often to staff challenging cases and situations youth are facing, as a result PPW’s are starting to consult Youth Transition Specialists more often than in prior years. Youth services provided a brown bag training to field workers state wide on how to effectively transition youth successfully into adulthood.

Youth Services has not updated its policies and procedures to support or affirm the sexual orientation and gender identities of youth served by the program. This will be reviewed and strengthened in 2019. Current practice continues to be inclusive and to refer our LGBTQ youth for services specific to their needs and preferences. PSD continues to refer youth to Casa Q who provides safe housing options for LGBTQ youth. PSD continues to partner with New Day who received a federal Demonstration Grant that provides housing and life skill services to LGBTQ youth ages 16 and over. New Day has a Memorandum of Understanding with Casa Q to provide beds for LGBTQ youth in the New Day program.

Start Up Funds: In 2018, youth continued to access Start Up funds to support them in securing an apartment, help pay for transportation, purchase items to start up a new housing situation, and to ultimately support them in being successful as an adult.

Independent Living Placement Status (ILPS): In the past year Youth Services continued to monitor youth for compliance with the ILPS Agreement, but added a support component. Youth Transition Specialists met the youth at their level to better support them and to help them achieve success. For instance, if a youth was unable to maintain a job due to lack of readiness then the YTS refers the youth to a life skills coach, or a community support worker (CSW) to help connect that youth with someone who can provide hand over hand life skill development on employment skills. If a youth’s behavioral health was impacting their ability to attend school or work, the YTS referred a youth to appropriate services to assist the youth in addressing the issue that is preventing them from being successful in work or school.

Life Skills Development: Over the past year, Youth Transition Services implemented life skills events in their region for two quarters. Over the past few years, Youth Services had not provided these events. Since youth stated that they want and need life skills development, and it is in PS policy and procedure Youth Services implemented this again in 2018. Youth Services will continue to focus on this in 2019. Youth Transition Specialists provided the following life skill events in 2018:

- Car maintenance;
- Aggie Experience: NMSU Campus Tour;
- Banking 101 with Bank of America;
- On My Way with United Health Care;
- Fire Prevention & Fire Extinguisher;
- Ideas for Cooking & Nutrition;
- Active Shooter Training;
- Review and Educate Youth on NM Legislature Bills involving Youth and or CYFD;
- New Mexico Workforce Solutions: Why Should We Hire You?
- Healthy Living;
- ENMU-R Campus Tour for the Special Services Program;

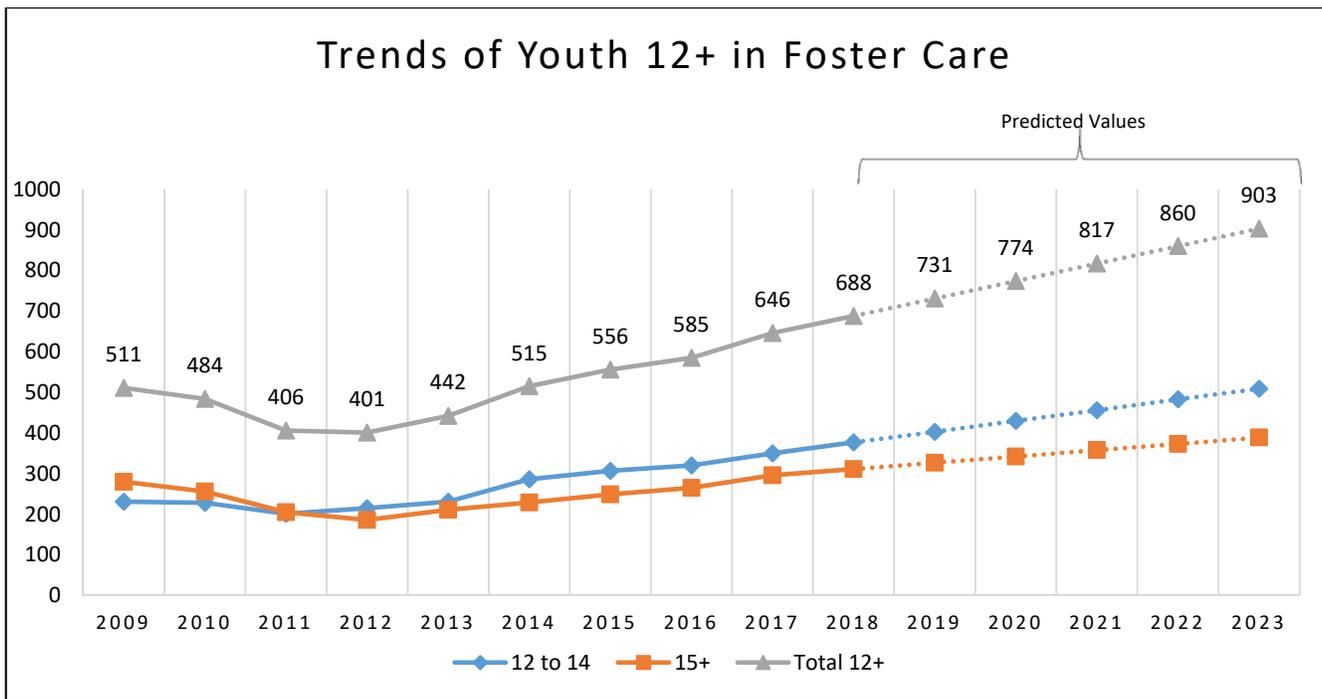
- CNM Tour with Trip Program presentation (partnered with NMCAN);
- How to Cook a Holiday Meal;
- Baking Class: Sopapilla Cheesecake;
- How to Prevent Homelessness; and
- Cooking classes

Transition Planning Process: Youth Services continued to enhance the transition process for youth through initial and updated Youth Transition Meetings in 2018. Youth Transition Specialists struggled with writing SMART (Specific, Measurable, Attainable, Realistic, and Time Limited) goals, to assist the YTS's another bureau chief provided a training during a Youth Services Bureau meeting on SMART goals. Youth Services has also worked on improving Pre-YTM meetings. These meetings are the initial meetings with youth to help them develop their transition plan. Permanency planning takes the lead on the transition planning process starting at 14 through case planning meetings.

Transition Support Services: Youth Transition Specialists (YTS) continued to provide transition support services during 2018. Due to the higher caseloads and working more with youth at 14 years old, YTS referred youth to life skill coaches and community support workers more often in order to provide these youth with more hand over hand life skills. The life skills coach seems to be more effective with youth than the community support worker as the coach does not focus on clinical issues but rather tangible life skill development that is youth driven.

Youth Leadership Skills: Youth services continues to have a strong youth leadership board through LUVYANM. Youth are provided with multiple opportunities to learn and enhance their leadership and advocacy skills through LUVYANM, Youth Engagement Trainings where they are the trainers, Foundations of Practice youth panels, participation in sibling connection meetings, meeting with legislators, presentations including workshops at the Children's Law Institute, and the foster parent conference.

Housing Services: Youth Services continued sending referrals for youth aging out of foster care who were struggling with behavioral health issues and precariously housed or homeless to Supportive housing in Albuquerque. This year PS youth held 18 of the 24 slots. More youth maintained their housing showing that they could be successful tenants. PSD continues to contract with four transitional living programs to provide housing and life skills through a trauma informed approach and a positive youth development framework. PSD is working with New Day, Supportive Housing, and BHS to develop a housing continuum for youth who age out of foster care from a RTC, group home, or TFC placement who are not ready for a transitional living program, or Supportive Housing. PSD received a grant from HSD that may be applied to youth. This is in the beginning stages but will be developed in 2019. This may also include younger youth who need appropriate placements. PSD utilized statistical forecasting through SPSS to estimate youth in care through 2021. According to this forecasting, youth being served will steadily increase each year for a total of 746 youth age 14 to 18 in care by 2021. Below is a chart with those forecasted trends:



Above is a graph of the 14 to 18 year old foster care population in New Mexico. Note that the amounts for 2017 are estimated. 2017 was calculated by adding July 2016 through May 2017 raw data and then estimating how many youth would be added in the final month of the fiscal year. The historical data was entered into SPSS and a time series modeler was used to forecast future values. After using the modeler a MAPE value of 3.306 and an R squared of 0.899 were obtained. The MAPE value is low and indicates that the predications should be off by no more than 3.3%. In the graph above the dashed lines indicate the forecasted values.

Program Areas to Strengthen

In consultation with the youth from LUVYANM, the youth identified five program areas that needs enhancing or strengthening. These are life skill development services; affordable housing options; opportunities for mentors; vocational training and employment opportunities; and the transition planning process.

Over the next five years, the Youth Services Bureau will work on improving these areas through our collaborations and partnerships with both the youth we serve and community stakeholders such as the New Mexico Child Advocacy Network, the Heart Gallery of New Mexico, the Corrine Wolfe Children’s Law Center, and the Administrative Office of the Courts. These are described in detail in Section K below.

2018 APSR Update:

In 2018, Youth Services implemented life skill events, see above for more detail. Youth Services created a survey on Natural Supports for youth to complete. Youth Services understands the need for youth to have natural supports in their lives.

In 2019, Youth Services will take the information from the survey and work with youth leaders and the PSD Training Director to develop a training for PSD workers on how to help youth build natural supports. Youth Services continues to work with others in PSD, those in BHS, and with community providers to plan and develop a housing continuum as mentioned above. Youth Services began working more closely with Department of Workforce Solutions this year on ways to effectively partner to better serve youth.

Youth Involvement in the CFSP

Each year at the annual independent living conference, LUVYANM conducts a town hall meeting with approximately 70 youth who participate to discuss issues that are most relevant to them. A summary of the discussion is developed and synthesized including recommendations for changes to youth services and the child welfare system as a whole. This information is being used to inform New Mexico's state CFSP and CFCIP plan. LUVYANM members also provide feedback to CYFD and other stakeholders on an ongoing basis focused on areas of specific interest to those involved. For example, over the past year, LUVYANM members have provided information and feedback on topics including concurrent planning, trauma informed therapeutic services, design and implementation of transitional living programs, engaging youth in the court process, opening child welfare courts, and issues of well-being. Youth services gathered additional information in April and May 2014. LUVYANM reviewed a draft CFCIP plan and will receive a copy of the CFSP.

In developing goals for the ETV program, the most significant stakeholders are the youth themselves. Youth in the ETV program expressed overall satisfaction with the way the program is being implemented. The greatest challenges to the ETV program that are in need of goals and outcomes are the number of youth who are eligible for the program. This is largely due to the challenges in the New Mexico child welfare system with extremely low graduation rates (approximately 25-35%, depending on how it is measured) and difficulty in supporting youth in staying in school. In addition, over the last several years we have had substantially fewer youth emancipating from care—only 78 youth in FFY 2012 and 48 in FFY 2013. The goals for the ETV program are as follows:

1. Increase the number of youth utilizing the ETV funds each year.
 2. Provide supportive services to youth while in college so that the youth stay in post-secondary education.
- Youth Services will continue to use the annual independent living conference, LUVYANM, LUVYANM town hall, and meetings related to youth over the next five years to ensure the collection of high quality data.

2018 APSR Update:

Last year, PSD served 45 youth under the ETV program. This year to date PSD served 39 youth. In this last year, PSD saw a decrease in the number of youth utilizing ETV funds. In 2019, Youth Services will set up a meeting with NMCAN and youth to see how Youth Services can better collaborate to support youth in being successful in Post-Secondary Education.

PSD continues to utilize the annual independent living conference, LUVYANM town hall and meetings related to youth to collect youth data. During 2018, 42 youth participated in LUVYANM meetings. The 2018 annual independent living conferences theme was "You are Confined by the Walls you Build Yourself." LUVYANM and youth feedback from the previous year's conference determine the theme, the conference location, the opening and closing speakers, workshops, and activities each year. The opening speaker was Dee Hankins and his presentation was titled "Life Throws Curveballs." Mr. Hankins spoke about every person that you meet is facing life changing challenges even if we are not aware of it. The main point of the messages was "You Matter." The closing speaker was Hasan Davis. His presentation, "Away from Now" included five strategies to move away from juvenile delinquency to success. Other workshops included:

- You are Confined by the Walls You Build Yourself;
- United States Coast Guard;
- Transitional Living Program
- Exploring Postsecondary Education;
- Be Strong, Be Empowered, Be the Difference-Testimonies of Aged Out Youth;
- Money Management, Taxes, and Budgeting;
- Hasan's Rules;
- Choosing a Career, One Day at a Time;
- Basics of Living on Your Own; and
- By Pass the Walls.

LUVYANM youth lead in the development of the independent living conference and also were monitors in workshops. LUVYANM youth facilitated the 2018 Town Hall meeting. During the town hall meeting, youth were asked about Foster Parent Recruitment, to get ideas from youth on how to increase the number of foster

parents who would take teenagers. LUVYANM chose this topic as they felt that there were not enough homes for them or their peers to go to and they want to see improvement in this area. In particular youth provided feedback on these topics:

- What struggle did you face when you were removed from your home?
- What do you think are the issues that foster parents face?
- What would have made you feel better?
- At times when it went well while living with a foster parent, what made it go well?
- (Everyone close your eyes and pretend you are 25 years old) what would encourage you to be a foster parent?
- How do you think is the best way to recruit or what characteristics would you look for when recruiting foster parents for: Newborns-10 year old; 10 year olds-17 year olds?
- How many placements have you had (ask by age individually)?
- In 2018, 61 youth and 26 chaperones participated in the annual independent living conference. In 2018, PSD continued to support LGBTQ youth so that they feel safe and supported.

During the 2018 legislature, CYFD, New Mexico Heart Gallery Foundation, and a NM Senator again hosted a breakfast for LUVYANM and their legislators. Several youth attended this event and the breakfast was a great success. Legislators provided short introductions including how they have and wish to support youth in New Mexico. All of the legislators present seemed to encourage the youth advocates to seek them out if they needed assistance in making a difference for foster youth in New Mexico. A few LUVYANM members asked very astute and important questions leading to an informative dialogue. CYFD Cabinet Secretary Jacobson provided words of support to LUVYANM as well as an update of current tidings at the legislature. Secretary Jacobson, the Deputy Secretary, and the NM Senator arranged for LUVYANM to meet with Governor Martinez again behind closed doors. LUVYANM shared their experiences/stories with her and advocated for the following bills:

- Enhanced Child Protection Act;
 - Dual Sentencing for Youthful Offenders;
 - Crimes against CYFD workers;
 - Delinquency Act Terms & Absconders; and
 - Create Incentives to Encourage Employers to Hire Current and Former Foster Youth, SB 231.
- Note: SB 231 was passed and then signed by Governor Martinez.

Additionally, LUVYANM participated in the below youth engagement and leadership activities in 2018

- Partnered with Pull Together where youth volunteered to be a part of short videos to recruit foster/adoptive parents.
- Partnered with Heart Gallery of New Mexico Foundation to obtain speakers from CNM to discuss GED/College Program options and to obtain speakers from the ASI Program (mosaic art program) to conduct outreach for paid/subsidized internships.
- Finalized the Siblings Rights Pamphlet by using the feedback provided by youth statewide who attended the 2017 Independent Living Youth Conference.
- Provided input to the Youth Services Bureau on housing needs and on partial credits in secondary education.
- Partnered with BHS to complete a Behavioral Health Survey.
- Provided feedback on the location of the annual graduation party.
- Worked with NMCAN Leaders to recruit older LUVYANM youth for NMCAN Leaders.
- Partnered with Heart Gallery of New Mexico Foundation for youth to obtain access to driver's education across the state.
- In the process of working on a peer support mentor program in Socorro, New Mexico.

In 2018, Youth Services, LUVYANM, and other youth leaders continued to partner with Behavioral Health Services and Youth Move to provide Youth Engagement training statewide at the local level for all PSD staff including caseworkers, and foster parents. In February of 2018, Behavioral Health Services Division provided a

Train the Trainers on Youth Engagement training for Youth Services Bureau staff, LUVYANM and other youth leaders. In 2018, Seven Youth Services Bureau staff and 12 new youth leaders received the training. In 2018, there were 60 trainings across the state for 108 Protective Services staff and 85 foster parents. In 2019, the Youth Engagement Training will be provided again. Youth Services is partnering with the PSD Training Director to implement YET into Foundations of practice training. It might be helpful to also work with Foster and Adoptions Bureau Chief to implement this into RAFT training for foster parents.

Informing Stakeholders of NYTD Data

In May 2014, Youth services staff presented NYTD data to a group of stakeholders and to youth for the purpose of feedback for the CFSP. Stakeholders represented included PSD field staff and administration, school personnel, tribal representatives, and community-based service providers. Data points highlighted were: demographic information; life skill and financial services the youth received; percentages of youth adjudicated delinquent and those who receive special education services, aggregate outcome survey information on 17 and 19 year olds, percentages of youth receiving social security benefits; education levels; youth homelessness; referrals for substance abuse evaluation and treatment; incarceration rates; and rates of young parents.

2018 APSR update:

PSD continued to obtain a great deal of qualitative data particularly from youth across the state in 2018. PSD used this data to inform and to improve policy and procedure and practice. This type of qualitative data has been shared with stakeholders including the Siblings Connections Committee Members, and Grievance Procedure partners, such as, NMCAN, and foster parents.

Although PSD Youth Services' goal was to diversify data sources to include more quantitative data in 2018, this did not occur. The new Youth Services Bureau Chief will meet with the Data Manager to discuss adding in a section in the Annual and County Profile 360 Reports. These reports are available to the public through CYFD's website at cyfd.org. The new Youth Services Bureau Chief will also work with PSD management to develop a plan to present this information, and obtain feedback, at various annual events and conferences, such as Children's Law Institute and the Foster Parent Conference.

PSD, including, Youth Services, Executive Management, Bernalillo County Regional Manager, Community Services Bureau, partnered with New Day and New Mexico Solutions and Behavioral Health Services to plan for and implement the Nurtured Heart Approach (NHA) to help youth transition specialists, permanency planning workers, placement workers, supervisors, COM's, bureau chiefs, regional managers, executive management, foster parents, biological parents and community providers to help build the inner wealth/self-esteem of youth and children in foster care, including those who age out to have a chance in being more successful, be able to self-regulate and connect positively with others. The goal is to have Sandoval or Dona Ana County be an implementation site for this project in 2019. PSD and Behavioral Health Services will partner with NMSU to ensure six to eight staff are trained in the T4T Nurtured Heart Training in 2019. The plan is to roll out NHA effectively as well as to build sustainability by having a sufficient amount of trainers within CYFD, and the community, as well as developing a coaching component within the design. PSD and BHS may consider having youth trained in NHA since youth can be effective trainers.

PSD has not yet been informed yet if the NYTD Review will take place in 2017 or 2018. However, PSD plans on holding stakeholder meetings during the NYTD Review and will send invitations to identified stakeholders. PSD identifies the following as stakeholders: Youth in foster care, youth who have aged out of foster care, PPWs, foster parents, YTS, transitional living programs, Supportive Housing Coalition and other housing programs who work with foster youth, Youth Attorneys, various providers who work with youth, such as, mental health providers, shelters, and, schools, etc., and possibly Juvenile Justice.

NYTD – Outcome Surveys

Youth transition specialists are responsible for completing the outcome surveys with youth within 45 days at ages 17 and 19 and beginning in FFY 2015, those who are 21. The YTS will continually survey each age cohort for PSD to obtain the most data possible, as the population of youth who are emancipating from care is relatively small. On a weekly basis youth service workers receive a SACWIS report of all youth who are turning 17 while in care. In FFY 2013, youth transition specialists began receiving reports on a semi-annual basis of the 19 year old cohorts that were due for the follow up population. This too is an on-going process.

The surveys are completed preferably in a face-to-face interview utilizing Survey Monkey®. If it is not possible to do an in-person survey, the YTS conducts the survey via telephone. Youth are eligible for a financial incentive of \$50 for participation in the survey. Staff are equipped with laptops and wireless hot-spots so the survey can be completed in different locations convenient for youth. In FFY 2014, PSD began using a version of the NYTD Plus survey to capture more data points that are relevant for planning and implementing services. This will more effectively meet the youths' needs. The Youth Services Bureau in collaboration with the Research, Assessment, and Data Bureau analyze the survey data and share the data with interested stakeholders and youth as opportunities arise.

2018 APSR Update:

PSD completed cohort A for 21 year old youth. PSD obtained responses from 68.18% of youth to be surveyed. Youth Services Bureau staff made every effort to survey the 23 youth in this cohort. One youth was deceased, and was excluded from participation leaving 22 to participate in the survey. Fifteen of the 19 youth participated. The remaining seven youth declined or were unable to be located. The NYTD file submission was found to be in compliance.

PSD completed the second cohort or Cohort B for 17 year old youth. PSD obtained responses from 96% of youth to be surveyed. Youth Services made stringent efforts to survey the 50 youth in the cohort. One youth was incapacitated and was excluded from participation leaving 47 to participate in the survey. Forty-seven of the 49 youth participated. The remaining two youth were on runaway status. The NYTD file submission was found to be in compliance.

PSD is currently working on Cohort B for 21 year old youth.

PSD continued to utilize social media to locate and contact youth as well as contacting family members, including grandparents, asking youth attorney's for assistance, working closely with permanency planning workers, and reviewing narratives. PSD continues to provide youth up to \$50 for participation in the survey. In 2019 PSD will continue its efforts to be in compliance with NYTD requirements and to use NYTD as an opportunity to engage youth.

NYTD – Services Data

Service data is entered into the FACTS system by both youth services staff and permanency workers. An independent living window is created when a worker completes and uploads the Casey Life Skills Assessment. There is a dropdown menu for each domain of life skills and financial assistance in addition to a domain of "uncategorized services" which include life skills such as communication and decision-making. Within each life skill domain is another dropdown menu of descriptors so there is a potential ability to build a report identifying the specific life skill development services delivered. The worker can also enter a few sentences about the circumstances under which the life skill was delivered.

Housing and life skill development contractors provide data on a semi-annual basis on the services they provided to the protective services youth in their programs. This data is then entered by Youth Services staff into the FACTS system so that the services reports can be as accurate and complete as possible.

Youth Services staff will continue to report out on NYTD data at appropriate intervals and in appropriate settings such as conferences and stakeholder meetings. This will include analysis of the available data in the improvement of service delivery. Significant outcome data will not be available on the surveyed population until the end of FFY 2015 when there will be data from the 21 year old surveys.

2018 APSR Update:

PSD continues to use the following survey methods: survey youth in person, Facebook, phone, e-mail, text, or through the mail. The Youth Services Bureau continues to request up to date contact information from youth, asks youth how staff can be of assistance, and offers services at the time of the survey. Permanency planning workers and Youth Services Bureau staff continue to enter service data into the FACTS system. Housing and life skill development contractors continue to provide data on a semi-annual basis on the services they provided to the protective services youth in their programs. This data is then entered by Youth Services Bureau staff and Community Services Bureau Staff into the FACTS system so that the services reports can be as accurate and complete as possible.

C. Youth Services Across the State

Youth services now has eleven regional youth transition specialists that are located across the state and cover all five regions of the state covering all youth in each county. They are located in the following cities: Las Vegas, Farmington, Rio Rancho, Valencia, two in Las Cruces, Carlsbad Clovis and three in Albuquerque. Youth transition specialists are expected to collaborate and coordinate with the local county offices to ensure that all youth in New Mexico's foster care system are able to receive the necessary services. Youth Services has two Lead Youth Transition Specialists and they are located in Tatum and Roswell.

Variations in Service Delivery

NYTD services data reveal that in counties where a Youth Transition Specialist (YTS) is housed receive a higher number of life skill and financial assistance services than in counties where no Youth Transition Specialist is housed. On average, 66.7% of youth who live in counties where an YTS is housed receive life skill or financial assistance services whereas only 33.3% of youth who live in counties where an YTS is not housed, receive life skill development services. This makes it twice as likely that youth who live in "YTS counties" will receive services as those who do not live in "YTS counties." This data is consistent across all domains of life skill and financial assistance.

2018 APSR Update:

PSD obtained one more position in 2018, a Youth Transition Specialist Associate, and in 2019 should be adding one more position, a Youth Transition Specialist. One of the Lead YTS positions was turned into a second supervisory position, allowing the bureau to have two supervisors. This addition has been helpful in the provision of adequate support of Youth Transition Specialists to do more effective work with their youth. Although there were some Youth Services vacancies in 2018 there was less turn over and more stability in the bureau. Youth Services obtained a Youth Transition Supervisor position and three additional Youth Transition Specialist positions to assist in covering the increase in case load size. Positions in the southeast and south central part of the state seem to have more frequent turnovers and can be challenging to fill.

D. Serving Youth of Various Ages and States Achieving Independence

Youth Under Age 16 – Prior to age 15½, youth in New Mexico typically do not receive youth services, although they may participate in the Independent Living Youth Conference on a case by case basis. At age 15½, youth are referred for an independent living assessment utilizing the Casey Life Skills Assessment (www.caseylifeskills.org). A copy of the assessment results are uploaded into the FACTS system and is attached to the court report for the first permanency hearing. The PPW and out-of-home providers work with the youth on developing life skills based on the needs identified in the assessment. Youth are also able to attend various life skills events and groups in the areas in which they live. At 15½, the YTS also receives an automatic secondary assignment to a youth's case in FACTS.

2018 APSR Update:

PSD continues to provide Youth Services for youth 13.5 years and older. An IL Assessment continues to be required at age 13.5, case planning, the development of the life skills plan, identifying needed transition services needed, and a credit report start at 14 years of age and then takes place annually until the youth discharges from foster care.

Youth Ages 16 to 18 – Between ages 16 and 18, youth begin the transition planning process, regardless of their permanency plan. Initially, the youth meets with the youth transition specialist, typically by themselves or occasionally with their PPW or foster parents to begin the process of developing a plan for when they emancipate from foster care. This informal meeting determines who the youth would like to have at their formal transition meeting; the youth's plans for housing, education, employment, and supportive services; and to provide information about their rights, responsibilities, and services they are eligible for through youth services. The formal youth transition meeting occurs prior to the youth's 17th birthday and is attached to the court report to be presented to the court at the first permanency hearing after the youth's 17th birthday. The PPW and the YTS work collaboratively during this time to ensure that all the action steps necessary to achieve the plan are completed prior to the youth's emancipation from care. The plan is revisited 30 to 60 days prior to the youth's 18th birthday to ensure that the plan still meets the youth's needs and to revise any areas as necessary.

During this time, youth begin to more actively engage in life skills development activities and youth leadership activities with their PPW, YTS, out-of-home care providers, and community service providers Youth receive limited transition support services, as the PPW remains their primary worker. At age 17, youth become eligible to participate in the various housing programs and are eligible to begin receiving a stipend if they wish to live in a semi-independent living situation. This requires that the PPW verifies the youth has the skills to live safely in the living situation, that the home is safe, and that it is unlikely that the youth will be exploited.

2018 APSR Update:

Recognizing that youth aging out of foster care need extra supports, Youth Services partnered with BHS and All Faiths Receiving Home to submit referrals for wrap around for youth who have aged out foster care who live in Bernalillo County in 2018.

Youth ages 18 to 20 – In the current foster care system, youth are not eligible to remain in foster care beyond age 18. Once a youth ages out of the foster care system, the YTS becomes their primary worker and the PPW closes out her assignment to the case. At age 18, all youth who do not have Medicaid through another means (such as through Social Security benefits) are eligible for Medicaid to 26 through the Affordable Care Act. The youth must fill out a form one time per year with the assigned YTS in order to update their contact information. If a youth does not receive social security benefits they are eligible for a stipend to encourage success in school or work activities. At age 18, youth are also eligible for Start-Up funds and Education and Training Vouchers if the youth has completed high school or gotten their GED, are enrolled in post-secondary education, and meet the other criteria set out in ETV regulations. Youth continue to develop their life skills, participate in youth leadership activities, receive transition support services and continue to be eligible to participate in housing programs.

2018 APSR Update:

Medicaid Outreach: In 2018, Youth Services educated the field and youth attorneys on Chafee Medicaid and Medicaid to 26 to ensure youth who are eligible received Medicaid when they age out of foster care. The youth must complete an initial Chafee Medicaid application and then complete it annually to meet state requirements. Youth transition specialists continue to conduct outreach to youth who have aged out who are on runaway status trying to inform them that they are at eligible for services. Also if these youth are reluctant to work with CYFD we inform them that Medicaid requires minimal contact with a Youth Transition Specialist but can be an essential benefit for them.

Youth who were adopted after age 16 – Youth who have been adopted after the age of 16 are eligible for transition support services, youth leadership activities, life skill development services, and ETV as long as they meet the other eligibility criteria for ETV. Youth who were adopted after the age of 16 are also eligible for Start-Up funds, although they may not use Start-Up funds for room and board payments. It is rare in PSD that youth leave foster care for kinship guardianship as it is not a subsidized permanency arrangement, therefore, youth who leave foster care after age 16 for kinship guardianships are not eligible for services.

2018 APSR Update:

PSD continues to provide Youth Services to youth adopted at 16 years of age. PSD continues to provide Tuition and Fees Waiver eligibility letters for youth who were in PSD custody at 14 years old or older and whose parental rights were relinquished or whose parental rights were terminated. When Youth Services provides training on the services provided to youth adoption workers are specifically invited so they are aware of what adopted youth are eligible for. In 2018, PSD created an adoptions spreadsheet to better track youth who are eligible for the above services. This has proved helpful in more easily identify these youth and the ability to offer them services in a more timely manner.

Youth who were Discharged to Kinship Guardianship at 16 or Older: Youth who have been discharged to Kinship Guardianship after the age of 16 are eligible for transition support services, youth leadership activities, life skill development services, and ETV as long as they meet the other eligibility criteria for ETV. Youth who were discharged due to Kinship Guardianship after the age of 16 are also eligible for Start-Up funds, although they may not use Start-Up funds for room and board payments. Youth who have been discharged to Kinship Guardianship may or may not be eligible for the Foster Child Tuition and Fee Waiver as it depends on whether or not the youth’s parental rights were terminated. If parental rights were not terminated then they are not eligible for the Foster Child Tuition and Fee Waiver.

Assessment Tools

PSD does not use any particular tool to identify youth who are likely to emancipate or remain in care for longer periods of time. PSD utilizes the Casey Life Skills Assessment (CLSA) and other assessments through the Casey website (www.caseylifeskills.org) to identify developmental levels particularly on life skills and perceptions of permanency. The CLSA is then repeated on an annual basis to assess the level of skills attained by youth while in PSD custody.

Administrative Barriers

No administrative or statutory barriers have been identified that impede the state’s ability to serve a broad range of youth.

Room and Board

PSD defines room as “payment of rent or mortgage”. The definition of board is “payment for food”. PSD has two primary means to pay for room and board for youth between the ages of 18 and 20. The first is through Start-Up funds. These are funds available through the Chafee Act to assist eligible youth in purchasing the household items and/or services needed to establish a home or to support the youth’s transition into adulthood. Expenses which are eligible for the use of Start-Up funds are determined according to the standards of the Chafee Act and among these are room and board payments. The second is through the housing and life skill development contracts throughout PSD. The contractors assist youth in paying for rent and food among other items to support the youth in their transition to successful adulthood.

The issue of safe, stable, and affordable housing is an issue that youth identified as a program area that is in need of strengthening. In the plan described above, PSD will examine how it utilizes the Chafee funds spent on

room and board and in FY 2016 will revise the approach while still maintaining a limit of 30 percent of the Chafee funds being spent on room and board.

2018 APSR Update:

PSD continues to utilize the Casey Life Skills Assessment, the Let's Get Started Planning for the Future (more qualitative) and, the Individual Capacity and Functional Assessment to assess a youth's life skills development and to inform the life skills plan starting at age 14. PSD continues to define room and board as "payment of rent" and "payment for groceries". PSD continues to provide housing for youth aging out of foster care through Supportive Housing Coalition Four housing and life skill development contracts were awarded as a result of the RFP issued in 2016. These programs are located in Hobbs, Albuquerque, Santa Fe, and Taos. In 2018 PSD began meeting and developing plans for the housing continuum, partnering internally, with BHS, and New Day. This has been described in more detail up above.

E. Collaboration with Other Private and Public Agencies

Helping Adolescents Achieve Independence

There are three agencies or organizations PSD regularly partners to support youth in achieving self-sufficiency. These include: New Mexico Child Advocacy Networks (NMCAN), Heart Gallery of New Mexico Foundation, and the Juvenile Justice Division of CYFD.

NMCAN is the lead agency for the Jim Casey Youth Initiative in New Mexico. They have initiated the Opportunity Passport™ program, a matched savings program (Individual Development Accounts) with intensive financial literacy training. To date approximately 12 youth have started this program with more participating in the coming years. In addition, the project spearheaded the Foster Child Tuition and Fee Waiver in the legislature this year, enabling foster youth to attend any New Mexico college or university without having to pay tuition or fees. Currently the project is working in collaboration with the Children's Court Improvement Commission (CCIC) to improve youth participation in their court hearings and support children's court judges in learning best practices around youth in court. NMCAN also houses the Building Futures and Foundations (BFF) mentoring program. BFF trains and matches volunteer mentors in the Albuquerque metro area to older youth in foster care. Since its inception in 2010, BFF has matched approximately 40 youth with volunteer mentors. Finally, NMCAN is partnering with the Annie E. Casey Foundation to promote success in post-secondary education. In this project they are working with Albuquerque area colleges and universities to ensure that foster care youth are able to obtain the necessary skills and supports to be successful in their college careers.

The Heart Gallery assists PSD foster youth achieve independence in a number of ways. Youth can make requests for financial assistance for items for which there is no other payer source such as high school graduation costs, GED fees, driver's education, and other items needed by youth. They have partnered with Mattress Firm to provide a queen mattress and box spring set to each youth who emancipates from care in New Mexico. They partnered with Comcast to support an annual toiletries and personal care items drive so that youth can access supplies such as toilet paper, shampoo, toothbrushes, and razors for free. Heart Gallery of New Mexico maintains a storage unit called the "Hope Chest" that contains donated furniture and household items that youth can access to set up their own apartments. Heart Gallery of New Mexico partnered with businesses in the Albuquerque area to identify internships and apprenticeships for youth for employment. The Heart Gallery of New Mexico is working with CASA in the Albuquerque area to develop an educational advocacy pilot program, as recommended from the independent living youth conference's town hall meeting.

The Juvenile Justice Division (JJD) of CYFD has a similar program to PSD's Youth Services Bureau for youth who are transitioning out of juvenile justice facilities on supervised release, particularly for those youth with significant behavioral health needs. Prior to the youth exiting the facility, youth services staff partner with Juvenile Justice staff on multi-disciplinary team meetings and on coordinating services once the youth has

exited the facility. This ensures youth who may be at the highest risk for on-going challenges have access to the most comprehensive and appropriate supports possible to address their transition needs.

2018 APSR Update:

PSD continues to partner with NMCAN, Heart Gallery of New Mexico Foundation, New Day, and Behavioral Health Services Division of CYFD.

PSD continues to submit Heart Gallery of New Mexico applications and Just Serve applications for youth. Heart Gallery funds provide youth with emergency funding and other funding that PSD may not be able to provide. While Just Serve provides non-emergency services or funds to youth based on community donations. In 2017, Heart Gallery also provided several work internship opportunities for youth who aged out of foster care. Sometimes this has been successful and sometimes it has not. Therefore in 2018, Heart Gallery and Youth Services will explore how to best prepare youth to be more successful in work internship opportunities.

Coordination with Other Programs Serving Youth

The Youth Services Bureau contracts with four transitional living programs across the state to provide housing and life skill development services to protective services and tribal youth. These include: Youth Shelters in Santa Fe; A New Day in Albuquerque; Families and Youth, Inc. in Las Cruces; and Guidance Center of Lea County in Hobbs. Although there is no contractual relationship, youth services collaborates with Dreamtree Project in Taos and Youth Development, Inc. in Albuquerque.

In addition to the transitional living programs youth services partners with the CYFD Office of Behavioral Health to provide supportive housing services to youth emancipating from PSD custody. This program has been in effect for approximately seven years and is very successful in providing housing options for youth in the Albuquerque area. This project has also been able to access preference points for youth participating in the supportive housing program with the Albuquerque Housing Authority so that youth may access Section 8 housing in a relatively timely manner.

PSD coordinates with the Developmental Disability Services Division of the Department of Health to access the Developmental Disability (DD) Waiver for youth who qualify. Typically there is an approximate ten year wait list to receive DD Waiver services. Over the last seven years, PSD has developed a system so that youth who are eligible for DD Waiver services are able to access an expedited allocation assuming they still continue to qualify for the program and have exhausted all other resources. This has helped many severely disabled youth access services when there are no other options for their care.

2018 APSR Update:

- **Homelessness Prevention:** Four transitional living programs were awarded four year contracts to provide housing and life skill development programs to eligible youth. One program also provides life skills to youth in Bernalillo County. This particular program provides onsite and offsite housing options for youth. PSD continues to partner with the Supportive Housing Coalition to provide supportive housing for youth in Albuquerque. In 2018 Youth Services continued to refer youth in Dona Ana County for the Family Unification Program (FUP) Vouchers. In 2017 New Day was awarded the Demonstration Grant. New Day provides services to both the LGBTQ population and the youth aging out of foster care population. There is some overlap in both populations. New Day rents apartments from a complex where one of the apartments is an office for staff. This seems to be a very effective approach as youth seem to be more successful with staff on site and it also creates a community. PSD refers youth to this program and works closely with staff in the program to better assist PS youth who live there. New Day also provides case management, life skills, Nurtured Heart Approach and wrap around services to these youth. They are working with Apex to provide an evaluation that is qualitative in nature to the youth they serve under this grant. The qualitative questions is to capture identity for LGBTQ youth and attachment for youth who aged out of foster care.
- **Pregnancy Prevention and Supports for Parenting and Pregnant Youth:** PSD is a member of the Expectant and Parenting Teens Statewide Advisory Committee. The committee finished its last

meeting this past year. This advisory statewide advisory committee met quarterly to discuss strategies to improve outcomes for this population and included many different community members. In 2017, PSD and Behavioral Health Services Division met with Public Education Department (PED) to apply for a grant to meet the needs of parenting teens in Protective Services. However PED was not awarded the grant. In 2018, PSD and BHS is once again working with PED to apply for the grant. If awarded, this will support pregnant and parenting youth in foster care and those who have aged out of the system. Through a contract with Southwest and Family Guidance Center these young parents will have access to life skills coaches, trauma informed care, and other services. In addition these youth will be referred to Home Visiting and Child Care services through Early Childhood Services in CYFD. In efforts to prevent pregnancy and STI's during the Youth Transition Meeting prior to the 17th birthday Youth Transition Specialists address this specifically. Youth Services includes the 'In Case you are Curious Hotline' in the youth's transition plans. Youth may text their questions to this hotline 24/7. In addition to that Youth Transition Specialists provide local resources for youth to access for free STI testing and education. Youth Services also provides information to youth on an individual basis on the most of to date ways of preventing STI including access to HIV prevention drugs like Truvada. Youth Services refers youth to New Day Life Skills Class which provides a Safer Sex Class. At the end of last year's Independent Living Youth Conference all youth who attended received male and female condoms.

Affordable Care Act (Medicaid to 26)

On January 1, 2014 PSD met with representatives from Medicaid to propose that CYFD continue to manage the process of enrolling youth who emancipate from care in Medicaid. This has been put into place and is entered into the SACWIS system. Medicaid staff continue to determine Medicaid for youth moving from other states to New Mexico.

2018 APSR Update:

PSD continues to provide Medicaid to 26 services to youth who aged out of foster care at 18 and who received Medicaid at the time of their 18th birthday. PSD also provides youth with Chafee Medicaid who aged out of foster care at 18 but who did not receive Medicaid at 18. PSD continues to provide Medicaid to eligible former foster youth who move to New Mexico from another state.

Reducing the Risk of Human Trafficking:

2018 APSR Update:

In 2018 Youth Services Bureau started attending the Attorney General's task force youth subcommittee meeting. "Spoken For" provided a training on how to identify victims of sex and human trafficking as well as how to best engage youth who are potential victims. Spoken For is a program in Albuquerque that helps rescue, provides after care, and advocates for sex trafficking victims.

Beginning in July 2018 through September 2018, a total of 709 PSD staff statewide completed training in Youth Sex Trafficking. The curriculum was developed by the PSD Training Director with the assistance of Behavioral Health; the curriculum included both an e-learning component and a three hour face to face training that took place throughout the state:

Las Cruces – 6 Face to Face Trainings Offered

Roswell – 2 Face to Face Trainings Offered

Albuquerque – 10 Face to Face Trainings Offered

Farmington – 2 Face to Face Trainings Offered

Santa Fe – 4 Face to Face Trainings Offered

Las Vegas – 1 Face to Face Trainings Offered

Rio Rancho – 1 Face to Face Trainings Offered

Clovis - 2 Face to Face Trainings Offered

In addition to the e-learning and face to face training provided to PSD staff, the same curriculum was presented to foster parents at the Foster Parent Conference held at the beginning of September 2018.

The new Youth Services Bureau Chief will be requesting to be put on the agenda at the next New Mexico's Youth Advocacy Board (LUVYANM) meeting to discuss the increased risk youth in foster care have to becoming victims of human trafficking. She will also be soliciting ideas from LUVYANM in how to better address and inform youth in care about this issue, and will be in contact with the PS Training Director about revising the Youth Sex Trafficking training to cater to the needs of the youth audience.

F. *Determining Eligibility for Benefits and Services*

All youth who emancipate from PSD at age 18 are eligible for the services and benefits described in this plan. All youth who emancipate from one of the 22 New Mexico tribes and pueblos foster care system are also eligible for all the benefits and services described in this plan. Youth who emancipate from foster care in other states and move to New Mexico are eligible for all the benefits and services that are available to New Mexico youth with the exception of Medicaid through the foster youth provision of the Affordable Care Act. Those youth are likely to be eligible for Medicaid through the Medicaid expansion of the Affordable Care Act and staff are able to assist youth in applying for Medicaid through the Income Support Division of the Human Services Department. Youth who were adopted from foster care after the age of 16 in New Mexico or from the tribes and pueblos in New Mexico, and youth who were adopted from foster care in another state after the age of 16 are all eligible for the services described in this plan.

2018 APSR Update:

PSD continues to provide services to youth in PSD and Tribal custody who age out of foster care at 18, including youth who are adopted at age 16 or older, and to youth who achieve Kinship Guardianship through the Guardian Assistance Program that was finalized at 16 or older. PSD continues to provide services to eligible youth who move to New Mexico. In 2018, the number of youth moving from another state to New Mexico continued to decrease.

G. *Cooperation in National Evaluations*

PSD and Youth Services Bureau will cooperate in any national evaluation of the effects of the program in achieving the purposes of CFCIP.

2018 APSR Update:

PSD and the Youth Services Bureau continue to be willing to cooperate in any national evaluations. In the past year the Youth Services Bureau participated in an interview and survey on the Supportive Housing Program through a team of researchers at the Urban Institute and Chapin Hall at the University of Chicago working with the Administration for Children and Families (ACF) of the US Department of Health and Human Services to help develop an evaluation agenda to learn more about the effectiveness of programs for youth in foster care.

In addition, Youth Services participated in a Foster Club survey regarding states who provide Medicaid to 26 for youth who move to New Mexico from another state.

H. *Describe Methods Used to Operate ETV Funds Efficiently*

Eligibility

Each youth must provide documentation of the completion of the Free Application for Federal Student Aid (FAFSA); proof of enrollment in an accredited post-secondary education institution or accredited vocational

education institution; and proof of academic progress (if the youth has completed more than one semester of education) to the deputy bureau chief to ensure eligibility. To maintain eligibility, a youth must maintain a GPA of 2.0 or higher. If, at any point, the youth's cumulative GPA drops below a 2.0, the youth develops an academic improvement plan with support from the YTS to identify resources, goals, and plans to assist the youth to improve academic performance.

2018 APSR update:

PSD continues to maintain the same eligibility requirements as listed above. The Senior Youth Transition Specialists determine eligibility for ETV funds. Youth Services will continue to refer youth to NMCANs "Back on Track" program through CNM in order to support youth in obtaining their educational goals. In addition, PSD referred youth to BFF's Back on Track program that assist youth in ultimately post-secondary educational success. In 2018, PSD will continue to make referrals to the Back on Track program.

Application

The YTS supports the youth in completing a simple two page application, attaches the necessary supporting documentation and submits the application to the deputy bureau chief. Complete applications are processed utilizing a fiscal agent each week and it takes approximately two weeks for a check or gift card to be returned to the YTS.

2018 APSR Update:

The ETV application requirements remain the same as above. In 2018 the Youth Services Bureau and their contracted fiscal agent developed a protocol to use E gift cards and to ensure internal controls. It has since been implemented. Youth were only able to use a limited amount of certain store gift cards and there was difficulty in replacing the gift cards if lost. E-gift cards allow youth more variety in their choice of stores to buy clothing for example and it allows the fiscal agent to cancel gift cards and have them re-issued with the balances if there is money still left on them.

Receipts and Fiscal Accountability

All receipts for items and services purchased with ETV funds must be submitted to the deputy bureau chief. If the item was purchased with a gift card, the youth must also submit the used gift card. This is done to prevent inappropriate or fraudulent use of the federal funds. If a youth loses the receipt or is unable to produce one, the youth must make a repayment of the funds used. Currently, approximately 91 percent of receipts have been submitted for FY 2014.

2018 APSR Update:

All ETV receipts for purchased items and services are submitted to one of the senior Youth Transitions Specialists. With the implementation of E gift cards, staff are required to turn in the printed out e-mail with the E gift card and turn that in with the receipts associated with that E gift card.

I. Methods Used to Ensure Total Amount Does Not Exceed Total Cost of Attendance (ETV) & how PSD Avoids Duplication of ETV Benefits

Youth Services Bureau maintains an Excel spreadsheet that contains information regarding ETV utilization including unduplicated youth receiving the funds. A hand count is performed of the number of youth who receive funds. Each youth is identified on the spreadsheet as to whether he or she is a tribal youth to accurately report the number of tribal youth who receive ETV funds.

Each time a youth submits an application for ETV funds, they must submit a statement of the cost of attendance from their educational institution as well as a statement of their financial aid award. The financial aid award is subtracted from the total cost of attendance to determine the unmet need of the student. The

youth is eligible for up to \$5000 or the unmet need from the Cost of Attendance, whichever is less. This ensures youth are not receiving a duplication of benefits under the ETV program.

2018 APSR Update:

PSD continues to utilize the above methods to ensure the total amount of ETV funds do not exceed total cost of attendance and avoid duplication of ETV benefits. In addition the ETV application was revised to show what other funds a youth has used previously and the purpose of those funds. This helps the Senior YTS to better assess whether the youth would be duplicating funds if that particular application was approved.

J. Consultation with Tribes on ETV

All services provided to New Mexico youth under CFCIP are available to eligible youth who were under tribal social services custody. The referral for services can come from any source including community service providers, schools, or the tribes themselves. Prior to this past year, Youth Services received such requests for services for one or two youth each year. This past year, Youth Services has received referrals for 13 eligible tribal youth representing five of the 22 tribes and pueblos in New Mexico.

Each year, the Youth Services Bureau staff participate in the New Mexico tribal IV-B meeting. During this meeting youth services staff discuss the services available to youth who emancipate from the tribal social services systems. This includes information on ETV funds, transition support services, and the new Foster Youth Tuition and Fee Waiver passed in the 2014 legislative session.

Youth Services staff ensure copies of referral forms, updates on changes to the program, and updated contact information are provided to tribal social services. This information is also provided upon the tribe or community service providers' request. All CFCIP services are offered on an equal basis to youth who emancipate from CYFD custody or tribal custody or to those who were adopted after the age of 16. (See Section VI - Chafee Foster Care Independence Program section B - Description of Program Design and Delivery for a more detailed description of the CFCIP program design and delivery.) All of these services are provided to eligible tribal youth.

At this time, no tribe has requested to develop an agreement to administer, supervise, or oversee the CFCIP or ETV program with respect to eligible Indian children or to receive an appropriate portion of the state's allotment for such administration or supervision.

Over the next five years Youth Services will explore methods in increasing collaboration to improve consultation and coordination of youth services.

2018 APSR Update:

PSD continues to provide all youth services under CFCIP to eligible youth who are under tribal social services custody.

In May 2018, the Youth Services Bureau staff participated in the New Mexico Tribal IV-B meeting. Tribes and pueblos were provided information on what services are available to tribal youth, including information on youth now being eligible for Medicaid through age 26, the Tuition and Fees Waiver, and the Guardianship Assistance Program. Youth Services also provided information on the Independent Living Youth Conference, and Leaders Uniting Voices Youth Advocates of New Mexico (LUVYANM). Youth Services shared stories of how effective youth voice can be in practice improvement and in effective policy change. One YTS is primarily assigned to work with tribal youth and this worker maintains an excellent working relationship with the tribes, particularly with the Navajo Nation and the Pueblo of Zuni.

PSD also continues to offer all CFCIP services on an equal basis for youth who are in custody, youth who have aged out of PSD custody or tribal custody, or to those who were adopted after the age of 16. In addition, in 2018, PSD offers CFCIP services to foster youth who discharged to Kinship Guardianship at age 16 or older.

At this time, no tribe or pueblo has asked to develop an agreement to administer, supervise or oversee the CFCIP or ETV program with respect to eligible Indian children, or to receive an appropriate portion of the state's allotment for such administration or supervision.

K. CFCIP Program Improvement Efforts (ETV)

Youth and stakeholders identified five CFCIP program areas to strengthen over the coming five years. Below is a table describing the efforts which will be undertaken to address the identified needs in these areas:

<i>Year(s)</i>	<i>Program Area of Focus – Identified Program Challenges</i>	<i>Plan for Strengthening the Program Area</i>
<i>FY 2015</i>	Life Skill Development Services: Youth report that they need more life skill development services prior to emancipating from care to prepare for the challenges they face when they transition to adulthood.	<ul style="list-style-type: none"> • Develop regional teams made up of youth, foster parents, service providers, permanency workers, and youth transition specialists to identify life skill priority areas and timelines for development and delivery of life skill services. • Evaluate process and programs to determine efficacy. • Revise youth services policy and procedures related to life skill development services.
<i>FY 2015</i>	Transition Planning Process: Youth report that the process is overwhelming, confusing, and not as engaging as it needs to be. In addition, one Children's Court Judge reported that he was concerned that the transition plans were more focused on what the adults on the youth's team think should happen rather than what the youth wants to have happen. YTS's agree that often youth create a plan based on what they believe the adults want to hear as opposed to what they really want to have happen.	<ul style="list-style-type: none"> • Utilize an Adaptive Leadership™ approach within the Youth Services Bureau to develop experiments to identify what works and what doesn't work in the planning process. • Review best practices and literature related to transition planning for youth emancipating from child welfare systems across the country. • Evaluate outcomes of experiments to identify the most effective means of conducting transition planning. • Revise youth services policy and procedures to reflect changes in practice as they are developed through the Adaptive Leadership™ process.
<i>FY 2016</i>	Affordable Housing Options: Youth report that there are simply not enough affordable housing options for them when they emancipate from care. Often the living situations they are able to identify are unstable (living with roommates, family members, etc.) and fall apart quickly. Currently, youth services is in the second year of a four year RFP cycle for housing programs.	<ul style="list-style-type: none"> • Complete site reviews and program audits of housing services through the current set of contracts. • Conduct focus groups with youth and other stakeholders about what would be most helpful to them related to housing services. • Either develop a new RFP or identify other ways in which to use the funds for housing services. • Identify next steps to develop housing supports that will meet the youths' needs for safe and affordable housing services.
<i>FY 2017</i>	Opportunities for Mentors: When reviewing NYTD service data, the youth identified that only approximately ten percent of youth participate in a formal mentoring program. The youth described this as "sad" because those youth who have mentors find it so helpful.	<ul style="list-style-type: none"> • Identify regions of the state that may have the conditions necessary to support and sustain a mentoring program. • Partner with the New Mexico Child Advocacy Network's Building Futures and Foundations program to support the development of a program like this in the identified communities. • Evaluate the effectiveness of the program in meeting the needs of youth.
<i>FY 2018</i>	Vocational Training and Employment Opportunities: Youth report that they often have difficulty finding	<ul style="list-style-type: none"> • Identify communities in which there is the greatest need for career-based training programs.

	<p>jobs in their communities. In addition, youth need career training opportunities, especially if higher education is not something that works for them.</p>	<ul style="list-style-type: none"> • Develop partnerships with programs (such as Workforce Investment Act, YouthBuild, Americorps, etc.) and businesses in communities where the need for career-based employment opportunities is the greatest. • Partner with foundations such as the Heart Gallery of New Mexico and community-based service providers to develop opportunities for youth in various communities across the state. • Evaluate the effectiveness of the initiative based on the numbers of youth who participate and the outcomes of the programs they participated in.
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2018 APSR Update:

In 2018, Youth Services focused on Sibling Connections, Grievance Procedure, the housing continuum, and Sibling Camp along with NHA.

In 2017, PSD began working with the Capacity Building Center for States to improve siblings being placed together and visitation between siblings. PSD and BHS worked together to hold three sibling camps in 2018. One of the three was held for the Northeast region and the other two were held for Bernalillo County. LUVYANM fully supports the sibling camp and youth will be involved in the development of it.

Mentorship programs continued to be limited under BFF in Central New Mexico. PSD continues to refer youth to BFF’s mentoring project because of its effectiveness. BFF currently supports 29 mentoring relationships designed to connect young people to adult volunteers in long-term relationships that create relational permanence. BFF recently implemented a "graduation" process for matches that have lasted 3 years or more because at that point they believed they had created relational permanency. These matches become part of a youth’s chosen family and community and continue to be invited to events, they simply aren't contacted on a monthly basis any longer and BFF stopped collecting data (number of hours spent together, etc.) at this point. BFF had almost half of their matches graduate last year and were thus able to accept new mentees into that project. This project (due to capacity issues) is capped at 30 relationships.

L. CFCIP Training (include ETV)

One half day of PSD’s foundations of practice training is focused on youth and the services that the Youth Services Bureau provides. This training includes information: positive youth development; the importance of permanency for older youth with a particular emphasis on relational permanency and biological family connections; special issues of working with youth including sexual orientation and pregnant and parenting youth; and the services for which youth are eligible.

Currently, there is no other specific CFCIP training that is planned in the coming five years.

2018 APSR Update:

PSD continues to ask youth panels to participate in Foundations of Practice training every five weeks to inform youth centered practice. Youth Engagement Training was implemented statewide in 2017 and continues to be implemented in 2018.

CFCIP Annual Reporting of Education and Training Vouchers (ETV) Awarded:

New Mexico

	Total ETVs Awarded	Number of New ETVs
Final Number: 2016-2017 School Year (July 1, 2016 to June 30, 2017)	45	22
2017-2018 School Year* (July 1, 2017 to June 30, 2018)	39	18

*Numbers as of June 04, 2018

VII. Monthly Caseworker Visits

Current PSD policy requires that the caseworker visit each child in custody in his/her placement at least monthly and assess the placement for appropriateness in meeting the child's needs and safety. PSD has annually exceeded its goals, reporting 98% of children are visited each month in custody over the past two federal fiscal years.

Data Collection Methodology

Modifications to the FACTS data system (SACWIS), enabled 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 management information reports 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.

Standards for the Content and Frequency of Case Worker Visits

Current PSD policy requires that the caseworker visit each child in custody in his/her placement at least monthly and assess the placement for appropriateness in meeting the child's needs and safety.

Activities that are planned to support monthly caseworker visits with children in foster care include:

1. Continue monitoring and managing the monthly, quarterly and annual caseworker visits management reports. These reports produce data regarding the frequency and location of visits.
2. Utilize the supervisory case review instruments to monitor the occurrence and quality of caseworker visits with children in custody.
3. Utilize the benefits of technology to improve caseworker ability to conduct monthly worker-child visits. The technology enables case workers to dictate from any location using a cell phone information related to case work activities, thereby making more time for them to conduct face-to-face visitation with the child in the child's place of residence.

2018 APSR Update: Documented Worker/Child Visits (Cumulative FFY, as of May 31, 2018)

Documented Worker/Child Visits

Federal Fiscal Year Cumulative Report

Summary by County: October 1, 2017 through May 31, 2018

County	Region	# of children with valid completed visits	# of children with missed visits	Total all required visits	Percentage of children with a documented visit	# of visits in child's residence	% of visits in child's residence
Bernalillo	Metro	7807	521	8328	93.74%	7575	97.03%
Chaves	SE	592	20	612	96.73%	575	97.13%
Cibola	NW	383	2	385	99.48%	383	100.00%
Colfax/Union	NE	107	0	107	100.00%	103	96.26%
Curry	SE	396	15	411	96.35%	381	96.21%
Dona Ana	SW	1059	10	1069	99.06%	1049	99.06%
Eddy	SE	630	18	648	97.22%	596	94.60%
Grant/Catron	SW	357	3	360	99.17%	357	100.00%
Lea	SE	766	59	825	92.85%	761	99.35%
Lincoln	SW	150	8	158	94.94%	150	100.00%
Luna/Hidalgo	SW	224	0	224	100.00%	220	98.21%
McKinley	NW	460	7	467	98.50%	442	96.09%
Otero	SW	831	18	849	97.88%	831	100.00%
Quay/Harding/DeBaca	SE	102	5	107	95.33%	102	100.00%
Rio Arriba/Los Alamos	NE	527	76	603	87.40%	473	89.75%
Roosevelt	SE	119	0	119	100.00%	117	98.32%
San Juan	NW	819	14	833	98.32%	807	98.53%
San Miguel/Mora/Guad.	NE	398	15	413	96.37%	383	96.23%
Sandoval	NW	419	15	434	96.54%	418	99.76%
Santa Fe	NE	467	16	483	96.69%	461	98.72%
Sierra	SW	62	3	65	95.38%	60	96.77%
Socorro	SW	184	4	188	97.87%	183	99.46%
Taos	NE	234	3	237	98.73%	234	100.00%
Torrance	NW	288	1	289	99.65%	288	100.00%
Valencia	NW	1154	18	1172	98.46%	1138	98.61%
Totals		18535	851	19386	95.61%	18087	97.58%

PSD continues to utilize Monthly Caseworker Visit Grant funds to assist workers with documentation. This continues to be accomplished through funding of a transcription and dictation service called Speak Write. For State Fiscal Year 2018, PSD expended approximately \$160,000.00 in this program.

VIII. 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. The majority of the funds have been utilized to maintain the foster parent liaisons each year in supporting foster and adoptive parents. Other items purchased were supplies and equipment for the production of recruitment materials, materials to be used to identify and recruit adoptive homes and promote foster parent conversions, and enhancements to electronic management information system to be better able to collect and process information about children waiting for adoptive homes and eligible families. Funds have also been utilized to purchase media to raise awareness for the need of foster homes across the state. In addition, PSD has 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.

In FY14, PSD will continue to fund foster parent liaisons to support foster parents and will continue to do targeted marketing in areas of greatest need of additional foster parents. We will purchase promotional materials to assist in recruitment efforts statewide. After 2014, PSD does not expect to receive future Adoption Incentive funds.

2018 APSR Update:

PSD received adoption incentive funds as the number of finalized adoptions has begun to increase. PSD plans to utilize the funds on services that will continue to support foster and adoptive parent recruitment and retention. PSD is exploring the possibility of using this funding to contract with a company who has the ability to provide a self-service mechanism in which prospective foster parents can check the status of their application/ licensing process.

IX. Child Welfare Waiver Demonstration Activities

New Mexico Is Not Involved in Any Child Welfare Waiver Demonstration Activities.

2018 APSR Update:

Through the last year, New Mexico has not been involved in any child welfare waiver demonstration activities.

X. Targeted Plans within APSR

A. Foster and Adoptive Parent Diligent Recruitment Plan

Protective Services Division (PSD) continues to make steady progress in terms of recruitment and retention of foster and adoptive parents. PSD has implemented the pre-service training known as Relative, Adoptive, and Foster Parent Training (RAFT) statewide. PSD offers annual mandated recertification training and trainings on various topics to foster parents on an ongoing basis.

PSD values foster and adoptive parents and sought their input and ideas in developing and implementing PSD's foster and adoptive parent recruitment plan. PSD conducted meetings in the five regions of the state to gather input for the Diligent Recruitment (DR) Plan. PSD staff, foster and adoptive parents, foster parent liaisons, and community stakeholders that serve foster and adoptive families statewide participated in these meetings. PSD utilized the DR Navigator developed by the National Resource Center for Diligent Recruitment at AdoptUSKids and PSD data reports to assist in the development of the DR plan. PSD compared the number of children in care by county and ethnicity in each region and number of active foster and adoptive providers by county and ethnicity in each region. Data collected from the statewide customer service surveys completed in 2011 and 2013 was also reviewed. The purpose of the comparative surveys was to gain insight on factors that relate to retention and foster parents did not complete the application process and to assess the levels of foster parent satisfaction with PSD. The most recent customer service satisfaction survey results from the five Step Up! transformation zones were reviewed as well.

The following strengths and challenges information was obtained from the 2014 stakeholder meetings, foster parent listening tours, and foster parent surveys. PSD in collaboration with present stakeholders identified strengths, challenges and requested assistance in identifying goals for our Plan for Improvement. Specific elements, challenges and strategies for the foster and adoptive parent diligent recruitment plan are presented below.

2018 APSR Update:

PSD implemented RAFT online as a blended learning curriculum for prospective foster and adoptive families with a statewide implementation beginning January 2017. The blended curriculum continues to give foster and adoptive families another training option in the licensing process. The website will continue to provide additional resources for families. PSD added Safe-Sleep E-Learning to the curriculum. As part of the PIP, PSD plans to add two more lessons which will include sibling relationships and relative connections. The website is not yet available in Spanish, however, the goal is to have it ready by the end of next fiscal year.

PSD implemented the Regional Resource Family Navigators to provide continued customer service and support to new and current foster parents. The primary objective of this program is to provide a support system to

prospective foster and adoptive families that will assist them in navigating the child welfare system. The goal of the support system is to guide, mentor, and engage prospective foster families while reducing length of time in achieving licensure. PSD has five internal positions that serve as Regional Resource Family Navigators. These positions will continue to provide support to families.

PSD also utilized state general funds to contract with an additional eight contractors that served as Regional Resource Family Navigators. After reviewing the data which indicated no significant gains were made and with some regions having no identified contractor or losing their contractor mid-year, it was decided to reallocate the funds to support families by offering professional development and supportive services.

Through assessment processes it has been noted that prospective families are not readily engaging in the support services offered by navigators after foster parent applications are submitted. Navigator contractors and employees have remained instrumental in providing a timely and customer service oriented response system to inquiring families.

PSD developed a Statewide Foster Care State Plan outlining goals to assist PSD in recruiting and retaining foster homes statewide. These goals include:

- Goal 1: Ensure FACTS Data is entered timely and accurately
- Goal 2: License Foster Homes within 120 Days
- Goal 3: Increase the Number of Licensed Foster Parent Homes
- Goal 4: Increase the Retention of Current Licensed Homes
- Goal 5: Train CYFD Placement Staff to help support Foster Parents

The plan requires that data entry into FACTS is done timely and correctly to ensure that the information extracted for recruitment and retention plans is useful. This data is being monitored through various reports and addressed with each county when needed. The goal is to have each county based recruitment team (CBRT) meet on a monthly basis to develop and update their retention and recruitment plans (RRP). Meetings in each county have been taking place each month since January 2018. Feedback from these meetings are beginning to show service delivery gaps and where each county needs to improve.

The plan also requires that PSD placement workers and supervisors receive job specific training on their various job assignments at the time of hire and throughout their career with CYFD. In March 2018, the agency hired a PSD Training Director and will soon be hiring regional trainers. The goal is to ensure that they have the skill set and resources to recruit and support foster and adoptive families. This includes licensing families within 120 days and maintaining a working relationship with licensed providers. PSD is in the process of developing a request for proposal for a web-based application/foster care software that will assist in tracking inquiries, have an online application for prospective foster parents, track application approvals, other required paper work until licensure. The goal is to cut down the amount of time PSD workers currently spend on completing paperwork to license a family so that they are able to spend more time building and maintaining working relationships with the prospective family and licensed families.

Diligent Recruitment Plan Elements and Strategies

Element 1: Characteristics of the children for whom foster and adoptive homes are needed.

Strengths:

- *PSD completes ongoing data collection to gather and update the characteristics of children in care, including age, gender, membership of a sibling group, race, ethnicity, tribal affiliation, census number, number of placements while in foster care.*
- *Training to prospective foster and adoptive parents regarding the characteristics, needs, and issues of children who have experienced trauma is provided on an annual basis.*

- *Foster and adoptive parents receive annual recertification training, and provided additional opportunities to enhance their skills throughout the year. Training topics have included trauma informed components, skills and tools for children and families.*
- *PSD has emphasizes trauma informed care for foster and adoptive families. Trainings are skill based and offered to all providers statewide. Certified trainers are available to train foster parents as needed.*
- *Trainings were translated and delivered in Spanish to our monolingual and bilingual Spanish speaking families.*
- *RAFT is available statewide and offered in some counties in Spanish.*

Challenges:

- *The data collection is not always gathered or entered timely in the data information system.*
- *The information system captures data that duplicates licenses, therefore skewing the actual number of foster and adoptive families available.*
- *Staff lack understanding or education about data application in recruitment.*
- *Staff do not always utilize data when recruiting foster and adoptive families.*
- *Lack of bilingual staff to offer the supportive services to foster and adoptive families.*
- *Budget constraints are a barrier in translating curriculum.*
- *RAFT in Spanish is not offered in every community.*

Strategies:

- *PSD continues to receive technical assistance from the National Resource Center for Diligent Recruitment at AdoptUSKids to learn about general, targeted and child specific recruitment.*
- *Targeted recruitment plans were developed and will be implemented in the five transformation zones identified in the Step Up! Project. Recruitment plans are data driven and include the following elements: types and total of number of foster families needed, capacity, the number of concurrent homes available and additional factors such as families' location, race, ethnicity, and language. Targeted recruitment plans will look at the source of recruitment, track families through the process, track the utilization of families after licensing and track the number of families retained after placement.*
- *PSD will continue to collaborate with community partners on targeted recruitment efforts in the faith based community.*
- *PSD will continue general recruitment to raise public awareness about the need for foster and adoptive families and provide a positive view of foster care and adoption in NM.*
- *PSD will continue child specific recruitment to find adoptive homes for waiting children. Resources such as registration through the Adoption Exchange, AdoptUSKids, Heart Gallery of New Mexico and CYFD photo listings will be utilized for all children in care without a resource.*
- *PSD will continue partnering with New Mexico State University to continually look at the funding stream and ensure translation services are supported.*

2018 APSR Update:

During Fiscal Year 18 efforts to provide continuous technical assistance and training to counties regarding targeted recruitment has occurred. The Foster Care and Adoptions Bureau has remained committed to providing ongoing training on recruitment and retention plan development, use of the targeted recruitment planning worksheets and continues to provide technical assistance on obtaining data to identify the needs of each county as needed. All counties have participated in targeted recruitment training to develop measurable goals and strategies based on county data extraction used to identify the specific needs of each county.

County field offices continue to work on fidelity and completion of a targeted recruitment plan. One obstacle to implementing targeted recruitment plans, is staff turnover. The Foster Care and Adoption Bureau continues to provide on-going training for new staff. In May 2018, a small workgroup was created to review and make modifications to the targeted planning worksheets to align with agency data collection and to provide an evaluation component that will be beneficial to reporting on the goal achievement or barriers on a monthly basis. The worksheets are going through a final review and approval process.

Tracking of licensure timeframes for potential licensed foster families continues to be monitored. Improvement in monitoring and tracking this area has plateaued due to a lack of response to support services by potential foster families and also continual turnover in contractors maintaining their contractual services with the agency.

CYFD digital heart galleries continue to grow statewide. CYFD digital heart galleries are displayed in various state museums, hospitals, airports and other high traffic venues.

PSD continues to ensure Spanish speaking foster and adoptive families are supported by providing training, materials and documents in Spanish.

Element 2: Specific strategies to reach out to all parts of the community.

Strengths:

- *PSD obtains data on an ongoing basis to update the characteristics of children in care, including age, gender, membership of a sibling group, race, ethnicity, tribal affiliation, census number, number of placements while in foster care.*
- *Data collected informs PSD who the foster care population is, helps us take an active approach to recruitment and retention and helps us understand where to direct recruitment efforts.*
- *PSD provides post-decree family support services through the FIESTA Program. This statewide program includes Family activities, Information, Education, Support groups and Training for Adoptive families.*
- *In most PSD counties, Foster Parent Liaisons are available by contract to help support foster and adoptive families.*
- *PSD has created a partnership with the Aspen Project and faith based recruitment is ongoing.*
- *PSD has a partnership with the Office of African American Affairs to assist with general and child specific recruitment activities.*
- *PSD has a partnership with various pueblos and Navajo Nation to collaborate with recruitment of Native American foster and adoptive homes.*
- *PSD recruitment materials are available in Spanish and feature families that reflect the ethnic and racial diversity of the children in care.*

Challenges:

- *PSD is currently receiving support to have a closed group and access to a Facebook page, however, sustainability and maintenance after the DR grant ends is not clearly defined.*
- *PSD Spanish speaking materials are not always readily available to families or workers and bilingual staff are not always able to deliver a curriculum in Spanish.*
- *PSD smaller counties have difficulty locating and maintaining foster parent liaisons.*
- *PSD continues to be challenged in recruitment and retention of Native American foster families.*
- *PSD has an insufficient number of recruitment specialists to serve the geographical size of the state.*

Strategies:

- *PSD foster parent liaison contracts have been revised to emphasize the support role of the liaison for foster parents. Key elements of diligent recruitment in the Step Up! activities have also been incorporated into the contracts.*
- *PSD will continue to support the FIESTA contract and learn about foster and adoptive family's needs to assist in providing post adoption support.*
- *PSD regional recruitment specialists will be decentralized and supervised within each region to better serve the recruitment needs of the counties within each region. This will assist with county ownership and shared responsibility of recruitment and retention of foster and adoptive families.*
- *PSD will continue to educate individuals about the CYFD Facebook.*
- *PSD will explore sustainability strategies to support the use of a Facebook group for foster parents similar to FIESTA.*
- *PSD will develop partnerships with other religious organizations.*
- *PSD will utilize the NM Office of African American Affairs to reach out to members for information and dissemination of foster care needs in New Mexico.*
- *PSD will partner with the CYFD Native American liaison, BIA, Navajo Nation and pueblos to develop recruitment and retention strategies for Native American homes.*

2018 APSR Update:

Foster Parent support services offered through Project Revive completed its second year of a four year contract award. Project Revive struggled to engage foster parents to participate grief and loss trainings throughout the state. Through a mutual agreement between PSD and the statewide agency, it was decided to terminate the contract by June 30, 2018 and reallocate the funds to other services that will support foster parents in a different manner.

PSD also received input from Foster Parents and other stakeholders to provide trauma informed skills and training as well as a web-based application that will assist in tracking inquiries, include an online application for prospective foster parents and other required paper work until licensure.

Although the current navigators have been attempting to keep prospective families engaged in the licensure process through offering and providing various support services our data tells us that the contracted navigator efforts are not decreasing licensure timeframes. Therefore, PSD will not renew navigator contracts effective July 2018. However, PSD's full-time navigator employees in collaboration with placement staff will continue the responsibility of providing support services to prospective families.

- From January 2018 to March 2018 there were 55 families who achieved licensure.
- Of the 55 families licensed this quarter 30 (55%) achieved licensure in less than 120 days.

These numbers reflect positive growth in more prospective families achieving timely licensure but does note a 39% decrease in the amount of families (34 less) pursuing the licensure process during this same timeframe in 2017. This decrease is attributed to the higher than usual amount of families captured from backlog that were encompassed in the startup tracking of families that were pursuing timely licensure in the first quarter of 2017.

The FIESTA program continues to be a statewide resource for all PSD and private adoptive families for post adoption services. The program completed its second year of a four year contract term in June 2018.

CYFD digital heart galleries continue to grow statewide. CYFD digital heart galleries are displayed in various state museums, hospitals, airports and other high traffic venues.

Element 3: Diverse method of dissemination both general information about being a foster and adoptive parent and child specific information.

Strengths:

- *PSD has made a major philosophical shift in how foster and adoptive parents are viewed. We believe foster and adoptive parents are partners with a common interest or goal of the welfare of children and their families.*
- *PSD customer service standards and competencies are incorporated in our training for all of CYFD staff.*
- *PSD developed a new Concurrent Planning Model that is being tested in five transformation zones. The training curriculum is co trained with a foster parent.*
- *PSD will continue general recruitment to raise public awareness about the need for foster and adoptive families and provide a positive view of foster care and adoption in NM.*

Challenges:

- *PSD has more children in care than concurrent homes available for the children.*
- *PSD needs to enhance the analysis of the current pool of available foster and adoptive placement resources.*
- *PSD needs to recruitment and license additional concurrent planning homes, including relative homes.*
- *PSD needs to recruit and license foster and adoptive homes for siblings in care so sibling groups can be placed together.*
- *PSD will continue to support foster families to ensure children and youth are maintained in their schools when placed in foster care.*

Strategies:

- *PSD will continue to test and implement targeted recruitment plans in the five transformation zones utilizing data to measure.*
- *PSD will continue child-specific recruitment utilizing Adoption Exchanges, Wendy's Wonderful Kids, Wednesday's Child, Adoption Columns, AdoptUSkids, Heart Gallery of New Mexico, CYFD website and Facebook page.*
- *PSD will continue all ages adoption and teen events.*
- *PSD will continue to utilize customer service satisfaction surveys to help inform us about areas of focus for foster parents.*
- *PSD will conduct focus groups with foster and adoptive parents to assess the effectiveness of our strategies.*
- *PSD will continue to support customer service work plans.*

2018 APSR Update:

PSD continues to provide training and technical assistance to all regions and to county-based recruitment teams as they implement targeted recruitment and retention plans. Funds from the heart gallery foundation contract were appropriated for social media efforts in all regions. There is evidence of gains made in the number of foster homes that can be attributed to the work around targeted recruitment.

Customer service continues to be a priority for the department. Customer service standards are incorporated into employee's annual evaluations. PSD through the Foster Parent Plan is in the process of updating Partners in Service training which encompasses customer service standards and a Back to Basics culture. The Foster Care and Adoptions Bureau in collaboration with PSD Training Director will be developing a plan to offer this training to PSD staff.

PSD continues to facilitate adoption events for all children freed for adoption, as well as teen-specific events to increase adoptions of teens. PSD continues to have ongoing partnerships with AdoptUSKids, Heart Gallery of New Mexico, and New Mexico Friends of Foster Children; among others to assist achieving permanency for children.

County Based Recruitment Team meetings continue to take place on a monthly basis. Foster Care and Adoptions Bureau staff participates and contributes suggestions and guidance to counties to aid in the effort of data extraction, technical assistance with strategy development and provides oversight to ensure fidelity to holding consistent meetings is taking place.

The Foster Care and Adoptions Bureau continues to participate via in person or conference call in the majority of county meetings on a monthly basis. In January 2018, the Foster Care Program Specialist met with each County Office Manager statewide to evaluate staff membership and participation in the monthly County Based Recruitment Team meetings. A webinar was facilitated with each county office to assess the strengths and struggles of each county to help identify barriers in the team development and utilization of targeted recruitment planning concepts and worksheets. During the webinars it was identified teams identified data gathering as an area of growth. Throughout discussions it was determined that more in depth training in this area is needed and alignment of the data collection portion of the worksheets need to be evaluated to better align with the way PSD captures data.

In May 2018, a small workgroup was created to review and make modifications to the targeted planning worksheets to better align with agency data collection and to provide an evaluation component that will be beneficial to reporting on the goal achievement or barriers on a monthly basis. The worksheets are going through a final review and approval process.

Element 4: Strategies for assuring that all prospective foster/ adoptive parents have access to agencies that license/approve foster/adoptive parents, including location and hours of services so that the agencies can be accessed by all members of the community.

Strengths:

- *PSD posts all foster and adoptive parent informational meetings and RAFT training schedules on the CYFD website and regularly updates the information.*
- *PSD provides informational meetings and trainings after hours and weekends.*
- *PSD provides home study contracts statewide and contractors meet with families at times convenient for them.*

Challenges:

- *RAFT is designed to be offered completed in an eight hour block of time and on Saturdays. This schedule does not work for all families.*
- *Child care for prospective foster and adoptive families is a barrier.*
- *Home study contractors may conduct home visits back to back, which doesn't allow a family to process the materials.*
- *Perspective foster and adoptive families find the SAFE home study to be too personal and intrusive. This has especially been seen in our Native American community.*

Strategies:

- *PSD and NMSU continue to work together to develop training methods that work for families. PSD will be looking into a blended learning method for RAFT trainings.*
- *PSD will coordinate RAFT and Informational meetings to be offered in venues other than government buildings to accommodate specific groups, i.e. church members, major employers, and targeted schools.*

2018 APSR Update:

Foster and adoptive parent pre-service training continues to be offered in each county in either a group, one on one setting and through blended learning. The website will continue to provide additional resources for families. PSD added Safe-Sleep E-Learning to the curriculum. As part of the PIP, PSD plans to add two more lessons which will include sibling relationships and relative connections. The website is not yet available in

Spanish, however, the goal is to have it ready by the end of next fiscal year. PSD required all licensed foster parents to complete the Safe Sleep e-learning by June 30, 2018.

PSD continues to utilize the Structured Analysis Family Evaluation (SAFE) home study process throughout the state. The SAFE home study process, which includes an extensive psychosocial assessment of all household members of a prospective foster and adoptive family, is intended to result in a more comprehensive evaluation of family functioning and more safe and stable placement options for children. PSD and Consortium for Children entered into a contractual agreement in 2018 to provide Structure Analysis Family Evaluation (SAFE) training to PSD staff and private providers. SAFE refresher training will also be available to PSD staff, Child Placement agencies staff and Independent Providers. The SAFE refresher is intended to provide a review of SAFE process. It will also include a review of SAFE Supervision and a break down each individual step of SAFE Supervision. The goal is to enhance the skills of the home study writers and supervisors.

PSD has completed the second year of a four year contract with a statewide entity to provide home study services for prospective foster and adoptive families. 297 home studies were conducted during the reporting period.

Element 5: Strategies for training staff to work with diverse communities including cultural, racial, and socio-economic variations.

Strengths:

- *SAFE Home study format is available in Spanish for staff and contractors to utilize.*
- *PSD staff participate in trainings such as “Knowing Who You Are” to explore their attitudes and increase awareness of other’s worldviews*
- *PSD staff participate in trainings and conferences throughout the year with an emphasis on cultural competence such as the Children’s Law Institute and ICWA conference.*
- *PSD Piñon Practice Model holds the value of cultural competency; taking into account family traditions, language, and cultural identity.*
- *PSD general recruitment materials reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed.*
- *PSD general recruitment materials reflect several types of families that incorporates the LGBTQ community, single parents and non-traditional families throughout the state of New Mexico.*
- *PSD staff participate in recruitment efforts at various events in the state, such as PRIDE Fests, festivals, fairs, and Pow Wows amongst many others.*

Challenges:

- *PSD struggles statewide with high vacancy rates*
- *PSD has high staff turnover in rural and tribal areas of the state.*
- *PSD staff in the rural or tribal areas are not always of the same cultural background or speak the language, thus creating a linguistic and cultural challenge for families.*

Strategies:

- *PSD will continue to collaborate with the Consortium for Children to discuss cultural barriers when completing the interview process with families.*
- *PSD will continue to obtain technical assistance from the Consortium for Children for home study writers within PSD, child placement agencies and private contractors.*
- *PSD will continue to provide SAFE training through PSD staff, contractors and child placement agencies via PSD trainers and Consortium for Children.*

- *PSD will provide yearly relevant cultural trainings to staff.*
- *PSD will develop procedures or protocols for staff to engage effectively with diverse cultural, racial, and economic communities who are reflective of the children and youth in foster care.*
- *PSD will continue to support the utilization of the Piñon practice model values and principles and customer service model when responding to prospective foster and adoptive parents. This will assist in reducing the number of foster parents who leave the system.*
- *PSD will continue to collaborate with CYFD Academy for Training and Professional Development in development of trainings that incorporate the values and principles as defined in the practice model and customer service model.*

2018 APSR Update:

PSD has a contract with the Consortium for Children to provide SAFE training to all PSD staff responsible for conducting home studies as well as child placement agencies and private home study writers. Consortium for Children continues to offer ongoing technical support to any SAFE certified home study writers and supervisors. PSD's goal is for the agency and all those responsible for studying foster and adoptive families do so in a consistent and fair manner with safety of the children in mind. As such, refresher courses will be added to the contract with the Consortium for Children. Adding a refresher training will enhance the skills of the home study writers. Additionally, the requirements will be for all PSD staff whose SAFE certification is older than three years, PSD home study writers will need to attend the refresher course. The Consortium for Children will continue to conduct fidelity reviews of home studies conducted by the agency and contractor to provide feedback on strengths and areas of growth.

PSD continues to make efforts to recruit foster families that reflect the characteristics of children in the child welfare system. PSD provides RAFT pre-service training and annual mandated training in Spanish. The CYFD PullTogether website which includes a variety of services across New Mexico is available in Spanish.

PSD continues to ensure training is available to families in Spanish during the annual foster parent conference and annual mandated training.

During the reporting period, CYFD continued to offer Days of Learning to foster parents and staff to include:

- Allyship in Action;
- LGBTQ+, I am Me;
- LGBTQ+;
- Youth Engagement;
- Family Engagement; and
- Mental Health First Aid-Adult curriculum and Youth Mental Health First Aid which both are offered in Spanish.

Element 6: Strategies to address linguistic barriers.

Strengths:

- *PSD recognizes the need to remove linguistic barriers, CYFD utilizes a multi-lingual pay system for those that serve as interpreters and translators in the CYFD.*
- *PSD provides RAFT training in Spanish in some communities.*
- *PSD provides foster parent mandated training is offered in Spanish in several communities. This supports the customer service model value, principle standards and competencies.*
- *PSD provides services and forms in Spanish to families.*

Challenges:

- *PSD has no certification requirement to accurately identify interpreters and translators.*
- *PSD struggles with consistent funding for translation services.*

- *PSD is not always able to access interpretation services for the deaf or hard of hearing prospective foster or adoptive families.*

Strategies:

- *PSD and New Mexico State University, our training partner are committed to removing barriers and ensure funds for translation services are available.*
- *PSD is in the process of translating foster parent forms.*
- *PSD will distribute Spanish books to each county office for foster children, foster parents or family resource coordinators to access.*
- *PSD will utilize the immigration liaison to speak with families who need assistance and facilitate the process with Home Land Security when applying for adjusted status for children in care.*
- *PSD will discuss steps needed to ensure interpretation and translation services are available for prospective foster and adoptive families.*

2018 APSR Update:

RAFT pre-service training and mandated trainings continue to be offered in Spanish. RAFT blended curriculum is now available online. However, it is not yet available in Spanish. The goal is to have it available within the new fiscal year.

“Ispeak” interpretation services continues to be available to all the divisions for clients who are non-English speakers. Protocols are in place for all department staff in order to access these services on behalf of families.

The PSD immigration liaison continues to assist and facilitate staff in applying for adjusted status for children in care. The immigration liaison provides advocacy through work with U.S. Citizenship and Immigration Services, Desarrollo Integral de la Familia (DIF) in Mexico, the Mexican Consulate and PSD staff to reunify children with birth parents or relatives. PSD continues to build partnerships with the Mexican Consulates in New Mexico and Texas. CYFD continues to work with the Consulate of Guatemala and provide child welfare services to its citizens that come to the attention of the agency. During this reporting period, PSD worked closely with the Human Services Department, the Mexican Consulate in Texas and the US Consulate in Mexico to repatriate a child of US citizenship to New Mexico. Through collaboration between all these entities, the child was safely returned to the United States and placed in foster care.

The Foster Care and Adoptions Bureau staff continue to translate documents, posters and brochures into Spanish for CYFD PullTogether website and for the Heart Gallery program. Foster Care and Adoption Bureau staff continue to offer trainings and presentations in Spanish.

Element 7: Non-discriminatory fee structures.

Strengths:

- *PSD endorses a non-discriminatory fee structure and provides the home study and pre-service trainings free of charge. This practice allows families of various income levels the opportunity to foster or adopt children in care.*
- *PSD foster or adoptive parents may purchase an official copy of their home study for a reasonable fee.*

Challenges:

- *Some families complete the home study process with PSD and leave the agency shortly thereafter to pursue private or out of state adoptions.*
- *Fee schedules are not readily accessible to field staff.*

Strategies:

- PSD will develop a fee structure that is easily accessible to staff and families.
- PSD will communicate the steps involved for a family to purchase their home study.

2018 APSR Update:

PSD does not charge any fee to families seeking to be licensed foster or adoptive parents. This information is provided during the initial informational meetings or through individual discussions with the placement worker.

PSD has a provision in the licensing requirements for foster and adoptive homes which includes protocols for adoptive families who want to purchase their home study and are seeking to pursue a private adoption.

Element 8: Procedures for a timely search for prospective parents for a child needing an adoptive placement, including the use of exchanges and other interagency efforts, provided that such procedures ensure that placement of a child in an appropriate household is not delayed by the search for a same race or ethnic placement.

Strengths:

- PSD utilizes the available recruitment resources through NM Adoption Exchange to recruit adoptive families, children in care are photo listed with AdoptUSKids, Wendy's Wonderful Kids, Wednesday's Child, Adoption Columns, AdoptUSkids, Heart Gallery of New Mexico, CYFD website and Facebook page.
- CYFD's Heart Gallery of New Mexico program continues to develop venues and opportunities to raise awareness for adoptive parents, especially youth, large sibling groups and hard to place children.
- PSD provides opportunities for children and teens to meet and interact with prospective adoptive families through all ages and teen adoption events.
- PSD encourage youth to write their own profiles to be added to their photo listings.
- PSD partnered with the Adoption Exchange and Heart Gallery of New Mexico on videos featuring some of the Heart Gallery of New Mexico children.
- Through PSD adoption consultants, potential in state and out of state adoptive families become identified as resources for waiting children.
- PSD will have implemented digital Heart Galleries in at least five locations statewide by the end of 2014.
- PSD has a minimum of 17 permanent Heart Gallery portrait exhibits in New Mexico.
- PSD traveling Heart Gallery portrait exhibits are featured throughout different communities in the state.
- CYFD's Facebook page was developed in the last year and is growing.
- PSD photos of waiting children and materials are consistently updated to reflect the child or youth's growth and development and posted on the CYFD and Heart Gallery of New Mexico websites.
- PSD has developed partnerships with newspapers to have monthly adoption columns and feature children that are waiting for a permanent resource.
- PSD partners with the NM Friends of Foster Children in foster and adoptive parent recruitment and retention events.
- PSD partners with Adoption Options in Colorado. This agency has developed and delivered training for foster and adoptive parents, have presented workshops and trainings at annual conference as well as regionally.

- *PSD has well established Interstate Compact on the Placement of Children (ICPC) and Interstate Compact on Adoption and Medical Assistance (ICAMA) processes which remove barriers and assist in timely completion of interjurisdictional placement of children in cases across state lines.*
- *PSD has ICPC and ICAMA specialists at the state level.*

Challenges:

- *Due to vacancies and work volume PSD does not always register waiting children with the Adoption Exchange or AdoptUSKids.*
- *PSD has not allocated appropriate funds for contracts to meet the level of need.*
- *Digital Heart Galleries are in its infancy and the funding stream to buy the necessary equipment is limited.*
- *Older youth often do not want to be adopted. PSD needs to provide training for field staff to reinforce the need for adoptive homes for teens is necessary but this is not always available.*
- *PSD ICPC database is in need of updating and to be integrated into our information system.*
- *PSD ICPC and ICAMA training is needed on an ongoing basis.*

Strategies:

- *PSD will deliver ICPC and ICAMA training to staff working with interjurisdictional cases.*
- *PSD will utilize the Adoption exchanges to its maximum potential by requiring staff to register all waiting children through the exchange.*
- *PSD will develop a system with the Adoption Exchange to filter appropriate and approved families for consideration.*
- *PSD will develop a protocol with the Adoption Exchange whereby families are informed about the process to become licensed and approved as a prospective family in their state.*
- *In collaboration with CYFD's communication director, PSD will engage our media partners to examine the current processes to photo list the children such as adoption columns.*
- *PSD will partner with the CYFD communications director to assist in the media efforts statewide.*

2018 APSR Update:

PSD continues to utilize the Heart Gallery of New Mexico, AdoptUSKids, adoption columns in local newspapers and the CYFD Facebook for recruitment of adoptive families.

Over the last year, PSD provided formal and informal ICAMA and ICPC training to PSD staff through Placement 101 trainings delivered regionally. ICPC and ICAMA training have also been offered in one on one as the need arises. PSD has also trained Juvenile Justice Services and judicial partners.

In January 2018 PSD implemented the National Electronic Interstate Compact Enterprise (NEICE). NEICE allows for the rapid and secure exchange of the data and documents required by the Interstate Compact on the Placement of Children (ICPC) to place children across state lines. Although it has only been six months since its implementation, preliminary data indicates the time frames have shortened in providing information to the field. It is an advantage to be able to transmit documents electronically to other states, cutting the time it takes to provide documents by mail and making copies.

The ICPC coordinator position has been vacant, therefore, the work is being conducted by other staff members. NEICE seems to make the process easier and reliable to see the work that is underway in NEICE and thus being able to continue with the ICPC requests timely. It is PSD goal to have home study drafts provided to other states within 60 days and be able to track those that may be approaching the deadline. The system alerts the worker that a home study will be due, this will help the ICPC coordinator track the requests and the field staff to complete the request.

PSD maintains an ongoing relationship with the CYFD Communication Director to ensure a unified message regarding the need for foster and adoptive homes in the state is delivered to members of the media and the public.

B. Healthcare Oversight and Coordination Plan

Centennial Care was implemented in New Mexico in January 2014. Centennial Care is the Medicaid system managed by the New Mexico Human Services Department and utilized by PSD for the physical and behavioral health needs of children, youth and families. The Centennial Care plan can be located at: <http://www.centennialcare.net/>. PSD partners with the Managed Care Organizations (MCO), Client Service Agencies (CSA), and Health Homes to access, and share information relevant to the physical and mental health of children and families served and to ensure delivery of identified services

As part of Centennial Care, The four MCO's are responsible for physical and behavioral health. Each MCO will develop a care coordination process; the intensity of care coordination will depend on the client's risk level. Care coordinators work collaboratively across one or multiple MCO's to inform each other of the client's needs and to coordinate service plans.

MCO's relies on certain events and/or data to trigger a review of an individual's health status and needs. These triggers include events such as 1) Abuse or neglect reports involving the individual; 2) New diagnosis with significant health or safety impact; 3) New diagnosis involving behavioral health or substance abuse; 4) Hospitalization; 5) Request by provider or family member; and 6) Any other indication that the individual may need to move to a new risk group. In addition, plans will have software that will enable the care management staff to access patient records in real time and on demand from all providers in the system. When a trigger event occurs for an individual, the MCO will assign a care coordinator to complete a comprehensive assessment for low and medium risk individuals or deploy the assigned care coordinator to update the assessment for an individual who is already receiving complex case management.

PSD has collaborated with the MCOs and provider agencies to develop a procedure for monitoring psychotropic and other prescription medications. This procedure will be effective July 1, 2014. It requires that all changes to medication be approved by the assigned PSD worker and birth family, if appropriate. PSD workers will become more active participants in the monitoring of medication and will receive specific training on medication. PSD utilized a psychotropic medication workgroup that includes PSD staff, medical providers, youth and foster parents to assist in developing these procedures. PSD participates in a statewide Medication Monitoring committee that has developed a complex case consultation. PSD workers are able to staff cases with psychiatrists who volunteer their time to review casework, best practice and medication. The committee is in the process of coordinating a summit. The goal of the summit will be to provide education to psychiatrists in the state regarding medication and best practice for prescribing medications with the foster care population.

CYFD foster children are required to obtain an EPSDT screening within 30 days of placement. The PSD worker receives recommendations from the physician who completes the EPSDT screening and provides follow up. Centennial Care requires that all Medicaid members have a high risk assessment completed within 30 days of membership. The high risk assessment determines the need for a comprehensive needs assessment. This assessment primarily screens for physical health. The level of care coordination by the designated MCO is determined upon completion of this assessment. The care coordinators are responsible for following up on identified needs in the comprehensive assessment. As stated above, all children in care are taken for EPSDTs exams within 30 days of placement in care. Workers are responsible for follow up on any issues identified in that exam. The MCOs Care Coordination process assess and coordinates physical and behavioral health for children. They are responsible for ensuring services have been provided. The CSA's are also responsible for ensuring that all needs for a child are addressed. CSA's are the entity responsible for completing comprehensive assessments for children. The assessment addresses critical domains of child's life and provides recommendations for services. The domains include physical, development, educational, recreational and behavioral. CSA's also provide comprehensive community support services (CCSS) to address all the above domains. CCSS is a service designed to assist in the recovery and resiliency of families. This service can provide support to our foster families when the child is placed in their home. The CCSS worker is provided with a copy of the comprehensive assessment and works with the child's team to ensure that all recommendations for needs are addressed. The CCSS worker is able to assist foster parents in obtaining all services as well as provide

intervention related to structure in the home, interventions to assist in transition, activities that are relational, repetitive, rewarding, rhythmic, respectful and relevant.

In July of 2014, the Severely Emotionally Disturbed criteria was amended to include trauma as a qualifying condition for children to become eligible for core service agency (CSA) criteria. This change allows all children in foster care to receive services. This process began in June of 2013, led by PSD as part of the Three Branch Institute initiative to improve well-being, as a mechanism to ensure that all foster children were able to become CSA eligible. All characteristics of trauma informed interventions can occur in the home.

Psychiatric and crisis response services are also required for all CSA eligible clients. Every county in the state has a designated CSA required to respond to the needs of children and adults. PSD is working closely with the providers of CSA services, the Human Services Department that funds Medicaid services and the Managed Care Organizations (MCO's) who disburse Medicaid funding to ensure that each child in foster care has timely access to CSA services. There have been efforts to require designated CSA's who are unable to meet the requirements of their contract, to subcontract services to other agencies who are willing to provide services under the CSA menu.

PSD has developed an agreement with the Human Services Department to allow young adults to receive health insurance until the age of 26. (See above Chafee section IV for further information.)

PSD retains the services of a forensic pediatrician, Dr. Karen Campbell 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 also has access to Justin White, another medical director who is retained through CYFD that provides training and consultation on mental health needs of our youth. PSD had also developed a consultation process for staff to have access to voluntary psychiatrists for review, support and recommendations related to complex cases.

PSD has access to physicians and other medical professionals to consult with PSD 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 or 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 Chaves, Doña Ana, and Santa Fe Counties. Routine health care is generally accessible statewide, but for certain specific needs, individuals have to travel to Albuquerque. Telemedicine care is being provided in some of our counties to assist in providing more timely care services to individuals.

PSD remains involved with the Behavioral Health Purchasing Collaborative (BHPC). PSD and Managed Care Organizations (MCO's) have implemented a process to provide for timely behavioral health assessments for children when they first enter foster care. Assessment results are used to ensure the timely provision of services and to enhance placement stability.

PSD addresses initial and follow up health care screenings, treatment of health needs and updated medical information through our permanency planning procedures that requires a child to 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 permanency planning 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. PSD has also worked with Department of Health (DOH) to be able to access DOH immunization records for children in foster care and are able to import those records into the foster care record.

PSD Placement Services procedures requires:

- 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.

PSD 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.

2018 Update:

PSD continues to implement the Child and Adolescent Needs and Strengths (CANS) trauma informed version. The CANS training has been rolled out statewide, and all Permanency Planning Workers will complete the CANS training by July 1, 2018.

A Program Instruction Guideline (PIG) was sent out to the field addressing changes to PSD Permanency Planning Procedure PR 17 – Medical and Behavioral Health. The PIG and procedure change addressed:

- Effective immediately every child shall receive a CANS Assessment prior to the Dispositional Hearing. CANS assessments shall be completed by the assigned Permanency Planning Worker or Permanency Planning Supervisor (in the event the PPW is not certified). Additionally, a CANS assessment shall be requested and conducted on any child who is currently under CYFD care/custody and pending any upcoming court hearing. Children shall be assessed prior to every subsequent court hearing while they remain in custody, to assess progress in treatment or to adjust services and supports as results may indicate.
- CANS is utilized to determine services that meet the individual needs of a child. Additionally, CANS is a tool to guide therapies and services identified by CYFD. PPWs shall be responsible for ensuring that recommendations from the CANS assessment results are completed and included in the child's case plan. Timely and appropriate referrals for each child shall be made and all indicated services shall be coordinated with the appropriate providers. The completed CANS Tool shall be reviewed by a Supervisor, signed by that Supervisor, and uploaded into the medical window of FACTS.

CYFD BHS trained 243 CYFD staff in the Child and Adolescent Needs and Strengths (CANS) tool in FY 2018. Over 800 baseline CANS and 140 follow-up CANS were administered. CYFD is beginning to see progress on identified youth needs and on reported youth strengths using the CANS. CYFD provided data through aggregate reports and average ACES scores per county to advocate for services for youth in rural counties. CBHCs began using the CANS in March 2018 and PSD staff began using CANS on July 1, 2018.

PSD continues hold case consultations with caseworkers whose clients are in TFC or RTC, as well as any child that the case worker is concerned about. Caseworkers have been provided with a list of questions that they may ask the prescriber to ensure due diligence in justifying the need for the medication, and understand why the medication is being prescribed.

PSD is still monitoring psychotropic medications through case consultation with child psychiatrists from UNM, clinical directors from Desert hills, and behavioral health directors with the Managed Care Organizations. The case consultation provides recommendations back to the caseworker to inform the quarterly medication meetings on a given child. CYFD is working on getting contract with Dr. George Davis to also provide this service.

C. Disaster Plan

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 (attached). 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 and updated in 2014.

The plan has been minimally revised since it was originally submitted. In the last seven years New Mexico has not experienced a state disaster that has required the use of the Disaster Plan (All-Hazard Emergency Response Plan). Placement staff continue to obtain and update information from foster parents, so that all children in care can be located and their services can be maintained with minimal disruption. PSD is also in the process of providing Smart phones to all staff which will provide additional methods for staff to contact their supervisor or for their supervisor to contact them in case of an emergency. Not all offices are consistent on completing drills or "practices" to test the All Hazard Emergency Plan. Over the next two years Policy, Procedure, Training and Federal Reporting bureau staff will work with Field Deputy Director and Regional Manager's to assist in improved knowledge of the All Hazard Emergency Plan and compliance with drills or "practices". In the last year PSD began work with Department of Health, specifically with Heather Stanton, to assist in developing a disaster plan specific to children. Throughout the next five years, PSD will participate in multidisciplinary meetings, led by Department of Health to continue this effort.

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. In the next year, PSD will work with Academy for Professional Development and Training to develop an e-learning on the emergency response plan process.

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. Ten counties have begun to work on their plans, and PSD plans to have plans in all counties within the next five years.

Following the Region VI ACF/FEMA Disaster Response 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. PSD continues to collaborate with Department of Health on development of a statewide disaster plan.

As of 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, e-mail addresses, and phone numbers. We have begun the process of collecting this contact information and will continue to do so.

2018 APSR Update:

In 2017, New Mexico did not sustain a disaster that required the All Hazard Emergency Plan to be utilized.

PSD continues to offer the All Hazard Emergency Plan e-learning training to new staff during Foundations of Practice training.

D. Training Plan

PSD operates a training and staff development program that supports the goals and objectives of the Child and Family Service Plan (CFSP). Children, Youth and Families Department Foundations of Practice (FOP) training and PSD's advanced trainings are designed to support safety, permanency and well-being for children, as well as PSD's CFSP Plan for Improvement goals. PSD has worked with the Academy for Professional Development and Training to include the Piñon Practice Model, Adaptive Leadership™, and Continuous Quality Improvement (CQI) into the FOP curriculum. In order to prepare an employee to perform job duties, an employee is taught child welfare concepts, which include, but are not limited to:

- Trauma informed - A trauma informed component which assists the employee in addressing trauma experienced by the child, birth family or legal guardian, the foster parents and with themselves.
- Child maltreatment - An employee will obtain knowledge in identification of child maltreatment and gain skills in assessing safety threats to the child and identifying parental protective capacities.
- Worker bias - An employee will become aware of their personal biases and how those biases may impact their decision making in working with children and families. Recognizing biases assists an employee to be self-aware and may better prepare an employee for their work in child welfare which may help with retention of employees.
- Communication/Interview skills - An employee learns to communicate with children, parents, guardians, foster parents and other partners in child welfare to effectively assist in achieving safety, permanency and well-being for children and families.

In addition to the FOP the training plan addresses services provided under Title IV-B and IV-E and provides ongoing training for staff and providers who deliver these services that addresses skills and knowledge needed to carry out their duties. Training is also provided to current and prospective foster parents that enhances their skills and knowledge to carry out their duties with foster and adopted children. In addition all of PSD trainings are offered to our tribal partners. In 2014 CYFD enhanced their Professional Development Bureau into an Academy for Professional Development and Training. This will allow PSD to continue to improve training opportunities for PSD staff. The new "core" training, foundations of practice will be piloted June 30, 2014. It will be offered on a monthly basis, have an evaluative component, provide blended learning experiences and allow for higher levels of skill building.

PSD training includes foundations of practice, mandatory trainings and ongoing trainings. Each of these trainings are supported through 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. Trainings are provided by Academy for Professional Development and Training, Protective Service Employees, Juvenile Justice Employees and New Mexico State University Family and Child Welfare Training Project Employees. A cross division Training Advisory Council (TAC) continues to assist in development of staff trainings. Please refer to the attached Training Plan for an outline of PSD trainings.

PSD utilizes a Public Assistance Cost Allocation Plan (PACAP) to provide accurate claiming. This plan includes Random Moment Sampling, related claiming procedures, and calculation of IV-E eligibility rates. Through Random Moment Sampling (RMS) process, CYFD collects specific information on the subject matter of the training the person sampled was receiving. This allows for more accurate claiming. In addition, the cost of new staff participating in Foundations of Practice training are captured and tracked separately. Only after new staff complete foundations of practice training are they included in the sampling population for the RMS.

Non IV-E Training – 2015 – 2019

Title IV-B Part 2 & CBCAP: For 2015 – 2019, Title IV-B Part 2 training funds are used to support the annual adoptive family conference, quarterly provider training and Circle of Security training for some PSD staff and providers. IV-B Part 2 funds are utilized for the quarterly provider trainings and "Protective Service provider

core” (a four day reduction of the PSD foundations of practice). PACAP funds are also utilized for the “Protective Service provider core” training.

CAPTA: During 2015 – 2019, CAPTA funds are utilized to support and supplement several training efforts, including Circle of Security, Abuse and Neglect Detection and Reporting E-learning, and costs related to development of multi-disciplinary teams and Child Advocacy Centers (Valencia County). CAPTA funds supports the attendance of PSD staff and attorneys at the annual Children’s Law Institute. PSD will also utilize CAPTA funds, IV-E and IV-B training funds to provide training on sex trafficking, human trafficking, labor trafficking and prudent parenting.

Chafee: For 2015 – 2019, Chafee funds are used to support the annual Independent Living Conference,

CBCAP: CBCAP funds will be used in 2015 – 2019 to help support the delivery of “Protective Service Provider Core”, “Positive Parenting Program” (Triple P) as well as offerings of “Circle of Security Parenting” training. For more information, see PSD’s annual CBCAP Report.

Other:

- Other training for PSD staff is provided through Academy for Professional Development and Training in areas such as defensive driving, HIPAA, general supervisory skills, Respect in the Workplace, Ethics, domestic violence and other topics.
- PSD FACTS staff provide statewide training whenever the FACTS system undergoes a major revision. FACTS staff follow up throughout the year with county and regional “booster” training on complex topics relating both to annual and mini releases. PowerPoint trainings for the various aspects of the annual releases are made available to staff via the CYFD Intranet. Initial FACTS training will be provided through e-learning during foundations of practice.
- PSD staff provide informal training and technical assistance regularly to staff in the field when the need arises. For example, the ICPC coordinator often provides training on changes in ICPC procedures; youth services staff provide training on emerging issues related to youth, etc.
- A pilot test of training on “Understanding Children with Disabilities, Victimization, Risk and Systems Safety” for any interested staff person was provided through an arrangement with the New Mexico Coalition of Sexual Assault Programs, Inc. with funding through a SAMSHA grant. A half-day pre-session was provided at the 2014 Children’s Law Institute and four regional trainings occurred in April and May 2014.
- Protective Staff that assist as trainers due this in addition to their other job-related duties, the cost is absorbed by the agency.

IV-E Training – 2015 – 2019

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 to BSW or MSW students in exchange for coming to work for PSD upon graduation. During the 2012 – 2013 program year, PSD established a Stipend Program Workgroup with representatives from each PSD region and from each School of Social Work. The group developed a standardized application, interview and selection process. The current emphasis is on evaluation and long term benefits of the program.

Foundations of Practice: Sessions will be provided each month for ten to twelve sessions a year. The training is completed in a five week time frame, of which one week is on the job training (OJT) activities. Foundations of practice will be piloted June 30, 2014. Please see the attached training plan for courses included in foundations of practice.

Other IV-E Training:

- Supervisory Core Training: The 9 -day PSD supervisory core was not offered in 2013 – 2014. Because of agency vacancies there was not a sufficient number of new supervisors to make it feasible to offer this resource intensive training.
- Annual Children’s Law Institute: This conference was held as planned, with approximately 800-900 people in attendance.
- Tribal ICWA Conference: This conference will be held in July 2014. The focus will be on how to enhance tribal and state relations.
- 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 by SWIFCA through IV-E. The 2014 cross-training topic was “Being Well: Mental Health Considerations for the Families Involved in Child Welfare.”
- Annual Foster Parent Conference and Recertification Training: The mandatory foster parent recertification training in 2013 – 2014, paid for with Title IV-E funds “Waking up to Trauma: Daily Trauma Informed Care.”

The 2014 training will be on Understanding Children with Disabilities, Victimization, Risk and Systems Safety” by Dr. Scott Modell.

- RAFT, Foster Parent Pre-Service Training: PSD’s foster parent pre-service training includes skill building on childhood trauma and otherwise improves the quality of foster and adoptive parent preparation. Relative, Adoptive and Foster Training (RAFT) curriculum provided in every county. Staff and contractors continue to go through a certification process to train the curriculum.
- “Knowing Who You Are”: Protective Service Division, NMSU and Academy for Training and Professional all have staff who were trained by Casey certified trainers. One session of KWYA was offered in 2013 – 2014, which included ten participants.
- “Working with Youth”: A six hour training that included information on positive youth development, adolescent brain development, youth engagement, talking with youth about sex, and youth safety issues.
- Special Topics in Adoption: Trainings are provided to CYFD staff and foster and adoptive families to assist in their knowledge in adoptions.
- SAFE Training: SAFE training is ongoing throughout the year, provided by PSD staff certified to train SAFE.

2018 APSR Update:

PSD continues to provide initial and ongoing training for all PSD employees through the Academy of Professional Development and Training (APDT). New hires are required to take a mandatory five-week Foundations of Practice course upon hire with the agency. Newly hired supervisors are required to take a one week Foundations of Leadership training.

Foundations of Practice, or FOP, is designed for the new hire to receive three weeks of classroom training with one week of on-the-job training in the middle. Each week of classroom learning is dedicated to a specific topic area:

- Week one covers the e-learning prerequisites;
- Week two is Safety/Awareness Week;
- Week three the new hire returns to the regular work site and complete on the job trainings;
- Week four is Assessment week, and
- Week five is Legal week.

In the spring of 2018, PSD hired a new Training Director with the goal to provide initial and on-going training for PSD field workers, supervisors, managers, and support staff to ensure a highly competent workforce equipped to carry out the mission of the agency. The Training Director will also have six regionally based training staff to provide coaching and training support to workers in the field, across the state. The Training

Director and staff will implement a training plan that focuses on providing competency based professional education and assessment of student mastery of key proficiencies, the competency align with CYFD strategic planks and operating principles.

There are seven competencies applied to curriculum across the board:

1. demonstrate ethical and professional behavior;
2. engage diversity and difference in practice;
3. engage with individuals, families, groups, organizations, and communities;
4. assess individual, families, groups, organizations, and communities;
5. intervene through making referrals to appropriate services; and
6. evaluate effectiveness of those services.

Additionally, the training plan includes integrated coaching strategies to support the work force. Coaching strategies include:

1. transfer of learning from training to practice;
2. implementation of evidence practices;
3. skill building;
4. problem solving and staying on track; and
5. and modeling behaviors

The new Training Director and training staff will impact the structure and context prior of the apartment experiences; day in the life bookended in week 1 and legal week; and an update to all of the e-learnings. The creation of a Supervisory Core and Manager Core. Currently a series of Supervisory training is being implemented that will be trained regionally beginning August of 2018. Creation of an on-going weekly training calendar, that is county based. There will be a monthly theme, with week 1 Policy and Procedure/CFSR/PIP. Week 2 is role specific assessments/interviewing. Week 3 -putting it together and documentation. Week 4 is collaboration, bringing our partners to the table. These will be skill based trainings that will take 1.5 hours, with an additional .5 hours that will be supervisor focused.

In the later part of 2018, the six Regional Trainer/Coaches should be hired. Each Regional Training Coach (RBTC) will be responsible for training support, coaching and monitor of learning. They will be responsible for ensuring that each employee in their region receives training that is position-specific, competency-based, and track-based. Each new PS employee will have an individualized training plan that will be developed and monitored by the RBTC. The RBTC will ensure that each worker completes initial training as well as ongoing required trainings, in addition to any supplemental trainings that the worker or supervisor may choose to be added to the worker's training plan. The RTBC will also be responsible for coordination and facilitation of field staff trainings as identified through the Quality Assurance Loop Around process and desktop reports. The RBTC will also act as a coaching support to staff, and will do hands-on skill building with staff. These positions will be supervised by the PS Training Director.

Safety Organized Practice (SOP) has been provided to all Supervisors and front line staff (by mid-July). Coaching has also been provided by NCCD and Casey to implement the CAP Framework and assist in getting the practice moving forward. A T4T was conducted to 22 staff, and they have trained the Intro to SOP to staff regionally.

Cornerstone (Learning Management System) has been updated to include PS trainings. The system will allow staff to register for training, offer CEU's, evaluations questions, as well as monitor and track staff participation.

Safe-Sleep e-learning was created

All PS staff will be trained in Youth Sex Trafficking during the month of July, 2018. A curriculum was developed with the assistance of Behavioral Health and the PSD Training Director to include an e-learning component and a 3 hour face to face training that is regionally based.

XI. Financial Information

In FFY 2016, the state will not use more Title IV-B, Subpart 1 funds for the purpose of child care, foster care, maintenance and adoption payments than it did in FY2005.

New Mexico's expenditure for Title IV-B Subpart 2 funds for FFY 2016 of \$2,842,996 exceeds the FY 1992 base year amount expended of \$ 2,148,100. In FFY16, New Mexico met the 20% allocation for Time Limited Reunification. New Mexico exceeded the 20% allocation for Family Preservation Services and Family Support Services. New Mexico underspend in Adoption Promotion and Support and did not exceed the 10% allocation for Administrative Costs and Other Service Related Activities.

During FY13 and FY14 contractual issues in behavioral health services in New Mexico led to many service providers that were contracted with CYFD for PSSF Title IV-B Subpart 2 to be unable to provide services and terminated contracts. This has had a ripple effect through FY15 and FY16, and many FSS and Adoption Promotion and Support services had to go back out to Request for Proposals (RFP), leaving the program unable to meet the full allocation of the programs. Administrative costs were lower than anticipated due to staff vacancies during those fiscal years.

New Mexico re-issued new statewide service RFP's for all four service areas under Title IV-B Subpart 2 funds. New contracts were issued July 1, 2016 and with the new contracts, service providers needed to time hire and train new staff and were not immediately 100% operational which ultimately lead to service providers underspending.

Additional General Fund dollars were given to CYFD through NM Legislature in response to the Governor's Executive Order to target services for families with three or more investigations. This resulted in an increase in spending in the areas of Family Support Services and Family Preservations Services.

CFS101 Part III Title IV-B Subpart 1 Funds - Populations Served: Title IV-B Subpart 1 funds are integrated into investigation and other services provided to eligible children and families statewide. Funds are used for salaries and maintenance and incidental payments for non IV-E children, administrative costs etc.

CFS101 Part III Title IV-B Subpart 2 Funds - Populations Served: Title IV-B Subpart 2 funds provide family support, family preservation, time-limited reunification, and adoption promotion and support services to eligible children and families statewide.

CFS101 Part III Total CFCIP Funds – Populations Served: Youth 18-21 who age out of foster care.

CFS101 Part III Total ETV Funds – Populations Served: Youth 18-23 who age out of foster care.