



New Mexico Children, Youth & Families Department

2015-2019 Child & Family Services Plan

FINAL REPORT

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1. General Information

Overview

New Mexico’s Children Youth and Families Department (CYFD) provides an array of services to New Mexico children and their families through our various specialized divisions. These Divisions include Early Childhood Services (ECS), Juvenile Justice Services (JJS), Behavioral Health Services (BHS) and Protective Services (PS). It is within our Protective Services Division (PSD) that we are committed to ensuring the safety and well-being of children who experience out of home placements due to safety threats in their own home.

CYFD Mission / Vision

CYFD’s mission is to partner with children, youth, families, and communities to achieve safety, healing, permanency, and wellbeing for all New Mexico children.

CYFD’s vision is that every child and youth in New Mexico is nurtured in a safe, stable, permanent home, free from abuse and neglect and supported by healthy families and communities.

CYFD Locations

CYFD Field Offices are placed throughout the State of New Mexico. The Offices within our New Mexico Counties are organized into five (5) Regions:

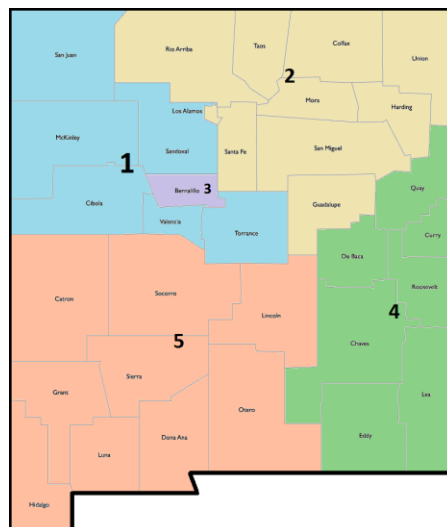
Region 1: Cibola, McKinley, San Juan, Sandoval, Torrance and Valencia

Region 2: Colfax, Guadalupe, Los Alamos, Mora, Rio Arriba, Santa Fe, San Miguel, Taos, Union

Region 3: Bernalillo

Region 4: Chaves, Curry, De Baca, Eddy, Harding, Lea, Quay and Roosevelt

Region 5: Catron, Dona Ana, Grant, Hidalgo, Lincoln, Luna, Otero, Sierra and Socorro



Collaboration

Foster and Adoptive Parents

PSD engages and provides support for foster and adoptive parents by providing quality training and information, and hosting two annual conferences.

During the reporting period, PSD initiated 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. Because the services were not fully maximized by participants, PSD and the contractor mutually agreed to end the agreement. PSD then utilized the funding to provide foster parent support, 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.

In developing this final report, 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.

Youth

PSD supports and is actively involved with Leaders Uniting Voices, Youth Advocates of New Mexico (LUVYANM), an organization of current foster care youth and foster care alumni. Members of LUVYANM plan the annual Independent Living Conference, developing the theme and program, planning workshops, and identifying speakers. Youth are also involved in planning and participating in the annual Children’s Law Institute. PSD collaborates with LUVYANM to develop recommendations and strategies to improve outcomes for older children in care. The current focus of the collaboration is sibling rights, particularly in the areas of visitation and preserving connections post-adoption.

During the reporting period, PSD partnered with LUVYANM to conduct surveys and focus groups on a range of topics including how to help youth in foster care develop and maintain connections with siblings and natural supports, how to effectively work with youth on life skill development, 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.

During the reporting period, PSD collaborated with LUVYANM to develop a Grievance Policy for foster children and foster youth, and continue to collaborate to revise procedures and roll out

the Grievance Policy statewide. LUVYANM also advocated for a neutral Ombudsman to oversee the neutral three-person panel that reviews Grievances. PSD was able to create such a position.

In another example of how LUVYANM informs PSD planning, 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 was composed of a youth panel with time for questions and answers. LUVYANM members stood as the face of homelessness, and 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 story, detailing what led 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. Lastly, the presenters shared some statistics on homelessness and resources for housing for foster youth. The hope is to be more aware of youth homelessness and to prevent it from taking place.

During the reporting period, PSD also partnered extensively with New Mexico Child Advocacy Network (NMCAN) to support planning and partner on a number of reform proposals considered in the legislature. This included partnering with NMCAN to improve and pass SB23, which extends foster care supports to age 21. CYFD and NMCAN are also collaborating to overhaul the department’s training, practices, and policies related to serving LGBTQI youth. More broadly, CYFD works closely with NMCAN to revise key policies to make CYFD more youth-centered and responsive, and looks forward to structuring the collaboration around upcoming initiatives and priorities.

Tribes and Pueblos

PSD works collaboratively with the 23 Tribes and Pueblos located in New Mexico, as well as with those tribes whose members come into the care of the agency. Collaboration is provided for through a range of standing meetings and the formal structures led by the CYFD Native American Liaison.

Tribal input on this report was obtained through stakeholder meetings held in April and May 2019. Below is a list of tribal partners invited to the stakeholder meetings:

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

The Federal Reporting Bureau Chief, Cynthia Chavers, is 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 (NMTIC), the Tribal-State Judicial Consortium, and the NM Partners Group facilitated by Casey Family Programs. 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 with 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 PSD 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.

CYFD leadership also has the pleasure of participating in the NM Partners groups facilitated by Casey Family Programs. 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 are 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 and comprehensively builds ICWA skills, knowledge, and attitudes to support best practices.

These five statements are now the goals of PSD's collaboration with the NM Partners.

PSD also provides technical assistance to several tribes who have requested an update to their existing Joint Power Agreement (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 intergovernmental agreements (IGA) since 2017. 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, the tribe with the largest population of enrolled tribal members in CYFD care.

Because NM has the second-highest population per capita of Tribal individuals in the country, CYFD is working in collaboration with the Tribes and the courts to create an ICWA court, to be piloted in the Second District. PSD is also creating a dedicated ICWA Unit to develop internal expertise on ICWA matters and be more responsive to the needs of New Mexico's 23 tribes and pueblos.

CYFD has also included the tribes in planning of its new MMIS child-serving modules.

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 in addressing the educational needs of children and youth in the child welfare system. The task force targets specific educational outcomes for improvement, identifies and implements solutions, and has developed a cross training plan, and implemented a data system shared between child welfare, education, and the judicial system.

PSD represents child welfare as a participant 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.

CYFD is also working closely with the New Mexico's Public Education Department, Human Services Department, and Department of Health to implement the settlement agreement in Yazzie/Martinez v. State of New Mexico, in which the court ordered the state to significantly improve educational programs and supports for all New Mexico children.

Service Providers and Other Community Partners

PSD maintains a number of additional essential collaborations, each of which informed the development of this 2020-24 CFSP:

- As of 2019, CYFD is actively partnering across state government agencies as one of the priorities of the new administration is a de-siloed public sector. This has included shared priorities with HSD and DOH in rebuilding the community based mental health services for children in New Mexico, collaborating with the department of Aging on subsidized

permanency and other supports for grandparents raising grandchildren, working closely with HSD to build a single data system for individuals on Medicaid and/or who need behavioral healthcare services, working with PED on implementation of the Yazzie settlement agreement, and working with the department on Indian Affairs on behavioral healthcare and data projects with tribes.

- PSD recently 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** ages 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 wellbeing 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.
- 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 staff provide technical assistance and training during site visits scheduled from March to June of each year.
- 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 about the warm hand-off strategy that PSD is implementing as part of the Program Improvement Plan.
- Foster and Adoptions Bureau (FAB) continues to strengthen its relationship between Licensing and Certification Authority (LCA). FAB and LCA continue to facilitate quarterly meetings with 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 continues 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 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 2019. The task force continues to meet monthly and the work is ongoing.
- The prevention unit has been actively involved in developing CYFD's 5-year plan. As part of this process, the prevention unit held stakeholder meetings with community providers including Community Based Child Abuse Prevention (CBCAP) and Promoting Safe and Stable Families (PSSF) contractors, community members, and other state agencies. The goal of these meetings was to gather feedback on the state's current practices regarding collaboration, training, and coordination of community resources. The prevention unit plans to incorporate ongoing stakeholder meetings to evaluate the effectiveness of our new prevention programming.
- In addition, community collaboration will play a prominent role in developing programming around the Family First Prevention Services Act (FFPSA). Currently, the PSD is involved in planning meetings with CYFD's Behavioral Health Division, Health and Human Services, and the Department of Health to begin mapping out the implementation of new statewide programming that aligns with FFPSA.

Public Input

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

Also, 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.

In 2020-2024, PSD will continue 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 the 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, niece/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, constituent concerns will decrease. Between June 1, 2017, and May 31, 2018, PSD received a total of 784 constituent concerns. This was a decrease from the previous year.

2. Update on Assessment of Performance, the Plan for Improvement and Progress to Improve Outcomes

2019 Progress on Child and Family Outcome Goals

Methodology

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 reported on in the 2015-19 CFSP and subsequent ASPRs were obtained using QA data from calendar year 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).

Calendar year 2015 marked 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 10 counties selected for review during the 2015 calendar, of which six 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 3 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.

The following pages detail data from the past five years on each indicator included in the CFSR.

Safety Outcomes 1 and 2

	Baseline	CY 2014 Data	CY 2015 Data	CY 2016 Data	CY 2017 Data	CY 2018 Data	Target
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%	85.1%	96.8%
Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment							
At least 96.8% of cases reviewed will be rated as “substantially achieved” on Item 1 of the CFSR-OSRI.	84%	91.8%	75%	89%	85.5%	85.1%	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%	52.2%	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%	46.4%	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%	54.5%	83.1%
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Safety Outcome 1:

“Children are first and foremost protected from abuse and neglect” decreased from a substantially achieved rating of 85.5% for calendar year 2017 to 85.1% in 2018. 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. Although the procedure for the pre-initiation staffing has been implemented statewide, there has been some inconsistency in the implementation of this practice. Barriers to achieving timely initiation have been primarily due to late initiations of Priority 2 reports.

Safety Outcome 2:

“Children are safely maintained in their homes whenever possible and appropriate” fell from 53.2% substantially achieved in 2017 to 52.8% in 2018. CYFD has continued to expand key initiatives including accessible childcare for children at risk of maltreatment and the warm hand-off. The warm hand-off 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 and domestic violence 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.

Ongoing Practice Improvement Efforts:

PSD continues to partner with the National Center on Crime and Delinquency (NCCD) and has implemented Safety Organized Practice and a new Safety and Risk Assessment tool. All PSD supervisors have been trained in Safety Organized Practice as well as the new Safety and Risk Assessment tools. Casey Family Programs and NCCD continued in 2018 to provide coaching in the county offices to build capacity. The new Safety and Risk tool was launched in May 2019. It is anticipated that improved assessment of risk and safety and better safety planning will improve this outcome.

Permanency Outcomes 1 and 2

	Baseline	CY 2014 Data	CY 2015 Data	CY 2016 Data	CY 2017 Data	CY 2018 Data	Target
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%	22.1%	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%	74.7%	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%	64%	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%	34.7%	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%	61%	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%	85.5%	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%	54.7%	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%	57.6%	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%	55.3%	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%	62.5%	75.4%

Permanency Outcome 1:

“Children have permanency and stability in their living situations” decreased from 25.6% substantially achieved rating in 2017 to 14.6% in 2018. This is largely an area of concern for PSD, and there has been a lack of progress made in key initiatives related to this outcome.

PSD has trained supervisors statewide in the Collaborative Assessment and Planning (CAP) framework and all counties have implemented the 90-day staffing plan. NCCD and Casey Family programs have provided coaching to support implementation of the framework.

PSD has not made improvements in stability of foster care placements, however the agency has continued to focus on recruitment and support for relative foster homes.

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 cases 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.

Permanency Outcome 2:

“The Continuity of Family Relationships and Connections is Preserved for Children” saw improvement in the past year, from 57% in 2017 to 68.8% in 2018.

PSD has made improvements in the items related to frequent and quality visits with children in foster care and their mother, father, and siblings placed in a different home, preserving connections, and children’s relationship with their parents (outside of visitation).

The agency has been working on recruiting foster homes that can maintain siblings and has been working on trying to place siblings together since the onset of the case, however there was still a decrease in this item. The agency has made strides in having more frequent and quality visits between children in foster care and their parents, and also improving visits between children in foster care and their siblings placed in a different home.

The agency has been working on having more community visits, and in the metro area changes have been made in regards to having more private visits between children and their families rather than meeting in one large room with many families visiting with their children at the same time.

PSD continues to work with the Capacity Building Center for States to develop strategies related to these outcomes, monitor progress, and evaluate program initiatives.

Ongoing Practice Improvement Efforts:

Permanency outcome 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 permanency 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. A number of activities are currently underway to improve safety outcomes for children. These activities are detailed in the most recent CFSR PIP below.

Well-being Outcomes 1, 2, and 3

	Baseline	CY 2014 Data	CY 2015 Data	CY 2016 Data	CY 2017 Data	CY 2018 Data	Target
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.	26.4%	30%	43%	34%	35.7%	33.6%	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.	29.1%	33.3%	45%	38%	37.3%	33.6%	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.	58.4%	60.3%	64%	69%	68%	53.7%	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.	81.1%	68.3%	79%	77%	77.8%	76.1%	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.	32.6%	35.6%	51%	43%	50.5%	44.6%	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%	65.4%	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%	65.4%	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%	51.9%	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%	72.3%	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%	53%	87.4%

Well-being Outcome 1:

Indicators for “families have enhanced capacity to meet their children’s needs” have not achieved the target.

Based upon case review by the QA team, the areas of concern include assessing for the needs of children and parents, engagement with parents and provision of services, gaps in services area particularly related to domestic violence, substance abuse and relapse prevention services and lack of providing services to address the needs of children, parents, and foster 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 lack of active case planning with parents and children in both foster care and in-home services cases.

There has been a continued lack of quality visits between workers and children and children above the age of 1 not being met with alone, however the agency has increased its frequency of visits and is continuing to work on addressing the quality of worker/child visits.

There are also concerns regarding both the frequency and quality of visits between caseworkers and parents. There is a lack of efforts made to visit with parents and also a lack of addressing case plans and barriers with parents which also affects addressing safety, permanency, and well-being. PSD has continued to utilize 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 continues 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. PSD continues to focus efforts on improving engagement skills and addressing worker safety concerns related to this practice through ongoing training.

Well-Being Outcome 2:

“Education needs of the child” has continued to decline. In 2016 this outcome was rated at 77% and is now at 63.6%.

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. It was determined, once again, that the agency often 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 58.9% substantially achieved in 2017 to 50% in 2018.

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 were 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 continued area of focus for PSD work with the Capacity Building Center in 2019. Although 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, there continue to be struggles with the agency documenting or collecting records in regards to children’s physical, dental, and mental/behavioral health.

Ongoing Practice Improvement Efforts:

Well-being outcome 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 these strategies and activities was 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 ongoing partnership with the CYFD Behavioral Health Division. Further, these activities are detailed in the most recent CFSR PIP, as articulated below.

As noted above, CYFD is currently partnering with HSD and DOH to rebuild community based mental health services in New Mexico so that children and families can get the services they need when they need them. The first step in this rebuild is to launch multiple pilots throughout the state to both help children now and to track outcomes and methods to see what works. HSD is simultaneously working on the structure of behavioral health in New Mexico with a focus on rates and MCO involvement to help support roll out of effective services in the coming years.

Final 2015-19 Report on Progress on Practice Improvement Plan Goals:

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: Implement a pre-initiation staffing process to ensure timely initiation of investigation.		
ACTIVITY	DUE DATE	PROGRESS
<u>Activity 1</u> : Identify workgroup to include supervisors or managers to review and identify best practices/process related to pre-initiation staffing.	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>As a result of ongoing 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. The message to supervisors and workers completing the form needs to be about discussion around pre-initiation strategies that warrant comprehensive safety and risk assessments, and not about checking boxes on a form. 2) The form is a tool to guide and document discussion and decisions. 3) Supervisors need training in facilitating meaningful discussion around pre-initiation strategies and assessing safety and risk. 4) The form needs to be updated to be more user friendly. 5) A practice guide needs to be developed. 6) Some minor procedure changes are needed.
<u>Activity 2</u> : Present identified practices/process to executive management for approval	12/30/2016	<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</p>

		<p>executive management approved the procedure and form on 12/12/16.</p> <p>Minor changes will be made to both the pre-initiation staffing procedure and form. The form will be completed by workers with the exception 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><u>Activity 3:</u> Implement process into procedure and training materials to roll-out process statewide.</p>	<p>6/30/2017</p>	<p>Completed. An investigation procedure was finalized and 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>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><u>Activity 4:</u> 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 questions 2 and 3.</p> <p>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>PSD surveyed Investigators, Supervisors, and County Office Managers about the implementation and efficacy of this strategy. 139 staff responded to</p>

		<p>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 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.</p>
<p><u>Activity 5</u>: Share survey results with PSD management and make recommend adjustments to pre-initiation staffing process as needed.</p>	<p>11/30/2017 and On-going</p>	<p>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.</p> <p>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.</p>

<p>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.</p>		
ACTIVITY	DUE DATE	PROGRESS
<p><u>Activity 1</u>: Identify a new safety assessment tools and safety planning model.</p>	<p>12/30/2017</p>	<p>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.</p>

		<p>Throughout October and November of 2016, Phil Decter and Lynnā 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.</p> <p>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.</p> <p>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.</p>
<p><u>Activity 2</u>: Train supervisors on safety organized practice model.</p>	<p>6/30/2017</p>	<p>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.</p> <p>Trainings were held:</p> <ul style="list-style-type: none"> ● April 27-28 in Albuquerque ● May 8-9 in Rio Rancho ● June 12-13 in Los Lunas ● June 19-20 in Roswell ● June 22-23 in Las Cruces <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>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>
<p><i>Activity 3:</i> Hire a project manager to assist in implementing safety organized practice.</p>	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>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>
<p><i>Activity 4:</i> Finalize contract with NCCD to begin implementation of Safety Organized Practice and development and implementation of new safety assessment tool.</p>	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. PSD has entered into a multiple-year contract through FY 2019 with NCCD that now includes IT development.</p>
<p><i>Activity 5:</i> Implement new safety assessment tool and safety organized practice process into practice and train on materials statewide.</p>	12/31/2018	<p>Completed. The Safety Assessment tool has been finalized. Inter-Rater Reliability testing occurred through March 24, 2018. The new safety assessment tool was rolled out on May 1, 2019. New procedures were sent out statewide at the end of April 2019 to all employees statewide, with a directive that all investigations will use the new safety and risk tools. CYFD is now in the post-implementation phase.</p>

<p>Strategy A4: PSD staff will improve communication and engagement with community providers to improve safety outcomes and reduce repeat maltreatment</p>		
ACTIVITY	DUE DATE	PROGRESS
<p><i>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.</p>	2/27/2017	<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 include two community based providers, PB and J and Roberta’s Place. PB and J</p>

		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.
<u>Activity 2</u> : Present "warm hand-off" process and assessment mechanism to PSD management for approval.	10/30/2017	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.
<u>Activity 3</u> : Implement warm-hand off process into procedure and training materials to roll-out statewide.	11/30/2017	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. 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.
<u>Activity 4</u> : Assess impact of "warm hand-offs" on repeat referrals.	On-going	On-going. 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. 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.
<u>Activity 5:</u> Review “warm hand-off” with PSD management and make adjustments as needed.	On-going	<p>On-going. 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>
<u>Activity 6:</u> Implement Family Support Services in select counties.	9/30/2016	<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>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 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><u>Activity 7:</u> 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> <ul style="list-style-type: none"> ● Taos County with Community Against Violence executed on July 1st, 2016. ● Santa Fe County with Solace Crisis Treatment Center executed on July 1st, 2016. ● Bernalillo County with All Faiths executed on September 21st, 2016. ● Valencia County with Valencia Shelter Services executed on July 1st, 2016. ● Dona Ana County with La Pinon Sexual Assault Recovery Services of Southern New Mexico executed on July 1st, 2016. ● Otero County with Kids Incorporated executed on July 1st, 2016.

		<ul style="list-style-type: none"> ● Chaves County with CASA, executed on July 1st, 2016. ● Lea & Eddy Counties with SE New Mexico Child Advocacy Centers executed on July 1st, 2016. <p>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><u>Activity 8:</u> Expand pilot Law Enforcement Portal out to</p> <ul style="list-style-type: none"> ● Albuquerque Police Department/CACU (Crimes Against Children’s Unit) ● Albuquerque Police Department/RTCC (Real Time Crime Center) ● Bernalillo County Sheriff’s Office/Special Victims Unit ● Uniform Division NM State Police District 5 ● Investigation Division NM State Police ● Sandoval County Law Enforcement ● Either Mesilla Valley Regional Dispatch Authority (MVRDA) or Las Cruces Police Department/NM State Police and Dona Ana Sheriff’s Office. 	<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 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

Goal B: Children will have permanency & 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: Improve timeliness of permanency for children in care through streamline case staffing process and data informed decision making.		
ACTIVITY	DUE DATE	PROGRESS
<u>Activity 1:</u> Revise procedure to include supervisor/worker staffing on all cases regardless of permanency plan every 90 days.	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. 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.
<u>Activity 2:</u> 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.	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. 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.
<u>Activity 3:</u> Prioritize referrals to Time Limited Reunification providers to focus children with a reunification plan who have been in custody for 12 months or less.	On-going	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 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.
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Strategy B2: Increase number of licensed foster homes in all regions through target recruitment and improved customer service.		
ACTIVITY	DUE DATE	PROGRESS
<u>Activity 1</u> : Track progress in reducing time frames to licensure with the launch of foster parent navigators.	On-going	<p>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.</p> <p>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</p>

		<p>retaining foster homes statewide. These goals include:</p> <ul style="list-style-type: none"> 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>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 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><u>Activity 2</u>: Provide quarterly technical assistance to county recruitment teams in the maintenance of their county target recruitment plans.</p>	<p>On-going</p>	<p>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</p>

		<p>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><i>Activity 3:</i> 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>On-going. PSD is in the process of developing a request for proposal for a web-based application / foster care software that will assists 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><i>Activity 4:</i> 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>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</p>

		<p>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.</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: Increase retention of trained and licensed foster parents.		
ACTIVITY	DUE DATE	PROGRESS
<p><u>Activity 1:</u> 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.</p>	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>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>
<p><u>Activity 2:</u> Increase placement workers in select counties to decrease caseload.</p>	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> <ul style="list-style-type: none"> ● Bernalillo County Offices: 1 CPS Placement Supervisor and 4 CPS Placement Senior Workers ● Santa Fe County Office: 1 CPS Placement Senior Worker ● Taos County Office: 1 CPS Placement Senior Worker ● Dona Ana County Office: 1 CPS Placement Senior Worker and 1 CPS Placement Case Worker ● Luna/Hidalgo County Office: 1 CPS Placement Senior Worker

		<ul style="list-style-type: none"> ● Otero County Office: 1 CPS Placement Senior Worker ● McKinley County Office: 1 CPS Placement Senior Worker ● Valencia County: 1 CPS Placement Senior Worker
<p><u>Activity 3:</u> Standardize placement worker responsibilities statewide to optimize support to foster parents.</p>	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:</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 <p>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><u>Activity 4:</u> 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>	3/31/2017	<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>
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Strategy B4: Support and preserve family connections for children, and increase safe and appropriate kinship placements for children in foster care.

ACTIVITY	DUE DATE	PROGRESS
<p><u>Activity 1</u>: 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 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</p>

		<p>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><u>Activity 2:</u> Based on information gathered from Activity 1, develop strategies and implementation changes in practice in engaging relatives.</p>	<p>On-going</p>	<p>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 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>
<p><u>Activity 3:</u> Work with stakeholders to develop an advisory group to assist PSD in the ensuring relative connections are a priority within the division.</p>	<p>05/31/2019</p>	<p>Completed. 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. PS has created and hired a Kinship Navigator who is tasked with supporting the relative connections advisory group.</p>
<p><u>Activity 4:</u> Focus on increasing initial placement and on-going placement with relatives when appropriate and safe.</p>	<p>7/28/2017</p>	<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. 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</p>

		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.
<i>Activity 5:</i> 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.	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: Improve frequency and quality of visitation.		
ACTIVITY	DUE DATE	PROGRESS
<i>Activity 1:</i> Scale out practice (Chaves County Experiment) of visiting parents in their living situations monthly region by region until fully implemented statewide.	By Region: SE – 4/30/16 Metro – 6/1/16 NW – 6/30/16 NE – 7/30/16 SW – 7/30/16	<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>

		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.
<u>Activity 2:</u> Track to ensure that parents are visited in their living situation every month by the worker.	12/30/2017	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. 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. Tracking of worker/parent visits continue to be sent to PSD management.
<u>Activity 3:</u> Revise procedure to amend worker/child visitation include “alone time” between the worker and children in foster care.	6/30/2017	Completed. Added to permanency planning procedures: <ul style="list-style-type: none"> ● PR 19 – Visitation; Paragraph 11 – Worker-Child Visits. Revised Permanency Planning Procedures will be sent out to the field in early September that will include the requirement for alone time visits.
<u>Activity 4:</u> 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.	11/30/2017	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. 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.
<u>Activity 5:</u> Implement special population review protocol to assess frequency and quality of sibling	Beginning 6/30/2017 and On-going	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

<p>visitation to include the re-evaluation of sibling separation.</p>		<p>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 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>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><u>Activity 6:</u> Use data from special population review to inform supervisors, managers, and bureau chiefs.</p>	<p>On-going</p>	<p>Completed. 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: Improve access to behavioral health services for children and families.		
ACTIVITY	DUE DATE	PROGRESS
<p><u>Activity 1:</u> Review findings and recommendations as a result of the white space study collaboration between CYFD Behavioral Health Services and New Mexico Legislative Finance Committee</p>	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>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>
<p><u>Activity 2:</u> Develop flow charts, desk reference guide for navigation of managed care organizations</p>	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 <p style="padding-left: 40px;">Centennial Care hand out with information on contacts.</p> <p>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><u>Activity 3:</u> 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</p>	<p>6/30/2017</p>	<p>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><u>Activity 4:</u> 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</p>	<p>7/31/2017</p>	<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>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><i>Activity 5:</i> Based on feedback from dedicated email address in activity 4, Protective Services will work with Behavioral Health Services to identify gaps and mitigate barriers.</p>	<p>11/30/2017</p>	<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 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><i>Activity 6:</i> 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>Ongoing: 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

		<ul style="list-style-type: none"> ○ 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
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Strategy C2: Implement NM Wraparound CARES; provide training to support implementation and improve parental engagement in case planning

ACTIVITY	DUE DATE	PROGRESS
<u>Activity 1</u> : Provide Wraparound facilitator training in targeted areas.	6/30/2017	<p>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 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)</p>

		<p>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
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		<ul style="list-style-type: none"> ● 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 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><u>Activity 2:</u> Provide trainings that support staff participation in Wraparound statewide: NM CARES Decision Making, Youth Engagement and Family Engagement.</p>	<p>6/30/2017</p>	<p>Completed. 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 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</p>
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		<p>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: Implement a strategy for improving the assessment of and response to the medical and dental health needs of children.</p>		
ACTIVITY	DUE DATE	PROGRESS
<p><u>Activity 1</u>: 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</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</p>

		<p>has been done in the past to 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><u>Activity 2:</u> 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</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.

		<ul style="list-style-type: none"> • 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.
<u>Activity 3:</u> 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.	11/30/2017	Completed: 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.
<u>Activity 4:</u> As part of case staffing process, add to procedure the transfer of medical/dental information when there is a case transfer or placement change.	6/30/2017	Completed. Added to permanency planning procedures: <ul style="list-style-type: none"> • PR 8 – Purpose and Provision of Permanency Planning Procedures; Paragraph 7 – Transfer of Case to Permanency Planning Services. • PR 10 – Out of Home Placement; Paragraph 13 – Change of Placement. 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.

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><u>Activity 1</u>: 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 – Out of Home Placement; Paragraph 13 – Change of Placement. <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><u>Activity 2</u>: 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 – Case Planning; Paragraph 12.5 – Discharge Hearing. ● PR 14 – Adjudication and Disposition; Paragraph 6 – Notification ● PR 15 – Initial Judicial Review, First Permanency Hearing, and Subsequent Hearings; Paragraph 5 – Notification ● PR 16 – Termination of Custody; Paragraph 8 – Discharge Hearing <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><u>Activity 3</u>: 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><u>Activity 4:</u> 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 <p>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.</p>
<p><u>Activity 5:</u> 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.</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 that all field worker to receive 12 hours of training annually to include safety assessment and safety planning training every two years.</p>

Goal E: Increase recruitment and retention of PSD staff.

Revised strategies and activities for Goal E 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	2018 Update	2019 Target
By June 30, 2019, PSD will achieve a vacancy rate of 14% for PSD field staff.	19.1%	15%	13.8%	10%	12.7%	14%
Staff Turnover Rate	27.4%	27.4%	21.5%	18.3%	26.3%	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.

Goal 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:

PIP Measurement Plan

New Mexico has successfully exited Items 1, 3, 4, and 13. The proposed expanded review process will afford the state the opportunity for additional measurement of Items 2, 5, 6, 12, 14, and 15.

CFSR ITEMS REQUIRING MEASUREMENT	ITEM DESCRIPTION	PIP BASELINE	CFSR 2015 RESULTS	CFSR 2016 RESULTS	CFSR 2017 RESULTS	CFSR 2018 RESULTS	PIP GOAL
Item 1	Timeliness of Initiation of Investigations of Reports of Child Maltreatment	70.3%	70%	83%	83.33%	85.11%	79.9%
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care	61.9%	62%	64%	62.79%	50%	71.5%

Item 3	Risk and Safety Assessment and Management	49.2%	49%	50%	58.33%	54.17%	57.2%
Item 4	Stability of Foster Care	65%	65%	69%	75%	68.75%	74.7%
Item 5	Permanency Goal for Child	73.7%	74%	58%	60%	67.39	82.8%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	40%	40%	35%	33.33%	33.33%	49.9%
Item 12	Needs and Services of Child, Parents, and Foster Parents	49.2%	49%	44%	38.89%	30.56%	57.2%
Item 12 a	Needs Assessment and Services to Children	84.6%	85%	78%	72.22%	54.17%	NA
Item 12b	Needs Assessment and Services to Parents	47.3%	47%	50%	40.68%	30.19	NA
Item 12c	Needs Assessment and Services to Foster Parents	89.7%	90%	88%	83.72%	64.44	NA
Item 13	Child and Family Involvement in Case Planning	64.1%	64%	75%	75%	53.13%	71.7%
Item 14	Case Worker Visits with Child	78.5%	78%	76%	80.56%	79.17%	85%
Item 15	Caseworker Visits with Parents	54.5%	55%	62%	60.34%	40.38	63.1%

3. Update on Service Description

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.

Child Abuse and Neglect Prevention Services AND PSSF

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, CFRS and staff recruitment and retention.

PSD utilized federal CBCAP and state general funds to provide community-based prevention and support services through a combination of contracted and direct services. Funds were also used to provide training to CBCAP and domestic violence funded service providers, child prevention

awareness campaign efforts through Pull Together and family support services. Specifically, CYFD utilized 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.

As further detailed in CYFD's 2020-24 plan, CYFD has recently consolidated contracts funded by both CBCAP and PSSF funds into "mega" contracts with providers to provide a continuum of services in a given area. These address a number of challenges documented by CYFD during 2015-19:

- The various PSSF and CBCAP programs were contracted to community based agencies through separate procurement processes. This limited the ability of agencies to be awarded all of the PSSF and CBCAP programs if they were unable to hire appropriate staff to meet each contract's unique staffing requirements. 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. In addition, high-needs families in New Mexico often need extended support services to maintain stability.
- CYFD recognized that family circumstances and needs fluctuate, requiring flexible programming to meet each family's unique needs. By combining the various programs under PSSF and CBCAP into one "mega" contract, CYFD through its contractors will offer a continuum of care and support to families. These services be offered in 24 of New Mexico's 33 Counties: Bernalillo, Catron, Chaves, Cibola, Colfax, De Baca, Dona Ana, Grant, Hidalgo, Lea Los Alamos, Luna, McKinley, Otero, Quay, Rio Arriba, San Juan, Santa Fe, Sierra, Socorro, Taos, Torrance, Union and Valencia.
- The "mega" contracts will enable rural communities the ability to provide comprehensive services to a wider range of families in need of support. The current programs limited the definition of "family" to biological parents or current guardians who had custody of the children when CYFD became involved with the family. New Mexico has a very diverse population, and often, extended family members become the primary caregivers of children. With the "mega" contracts, New Mexico has expanded 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 services 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.

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 a cell 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 reports of abuse from 2011 through 2018 in New Mexico:



Figure 2. Accepted/Screened-In: This graph illustrates the total number of accepted reports from 2011 through 2018:

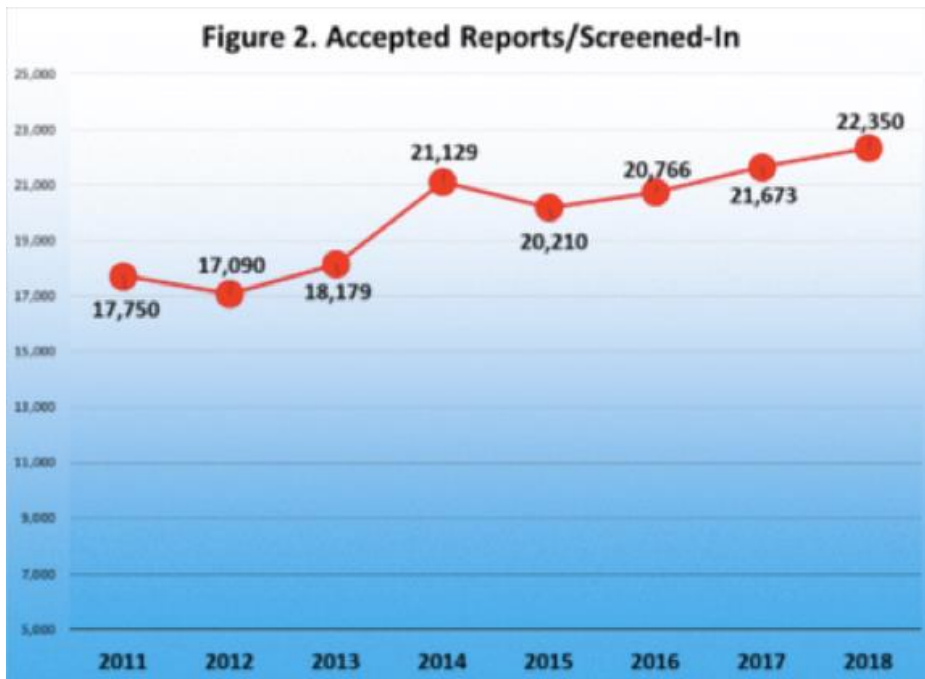
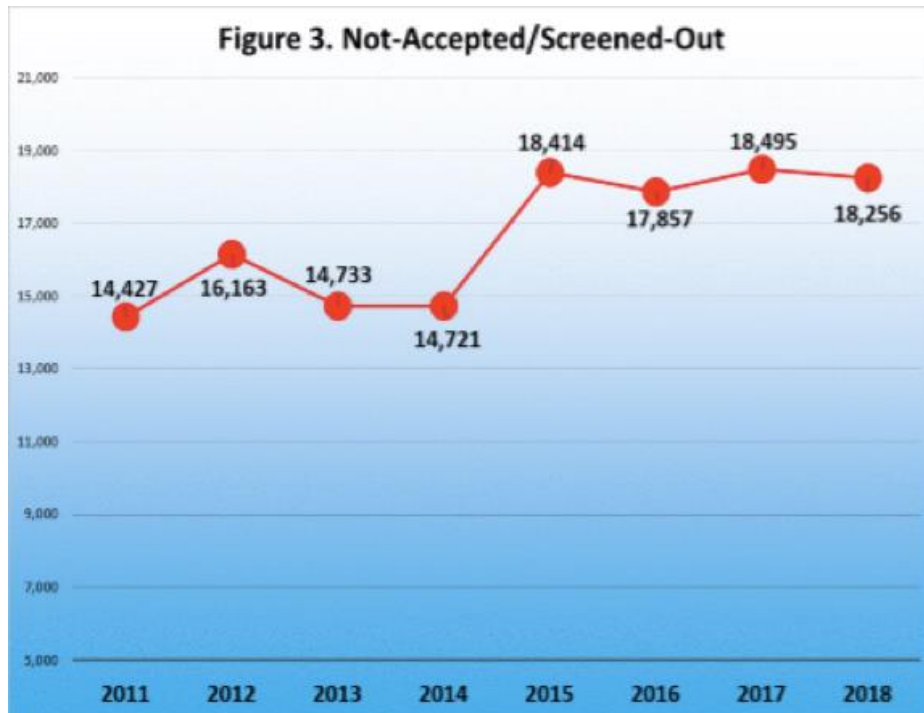


Figure 3. Not Accepted/Screened-Out: This graph illustrates the total number of reports that were not accepted or screened out from 2011 through 2018:



Child Protective Service Investigations

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 2011-FY2018: The graph illustrates the number of statewide investigations results from FY 2011 through FY 2018.

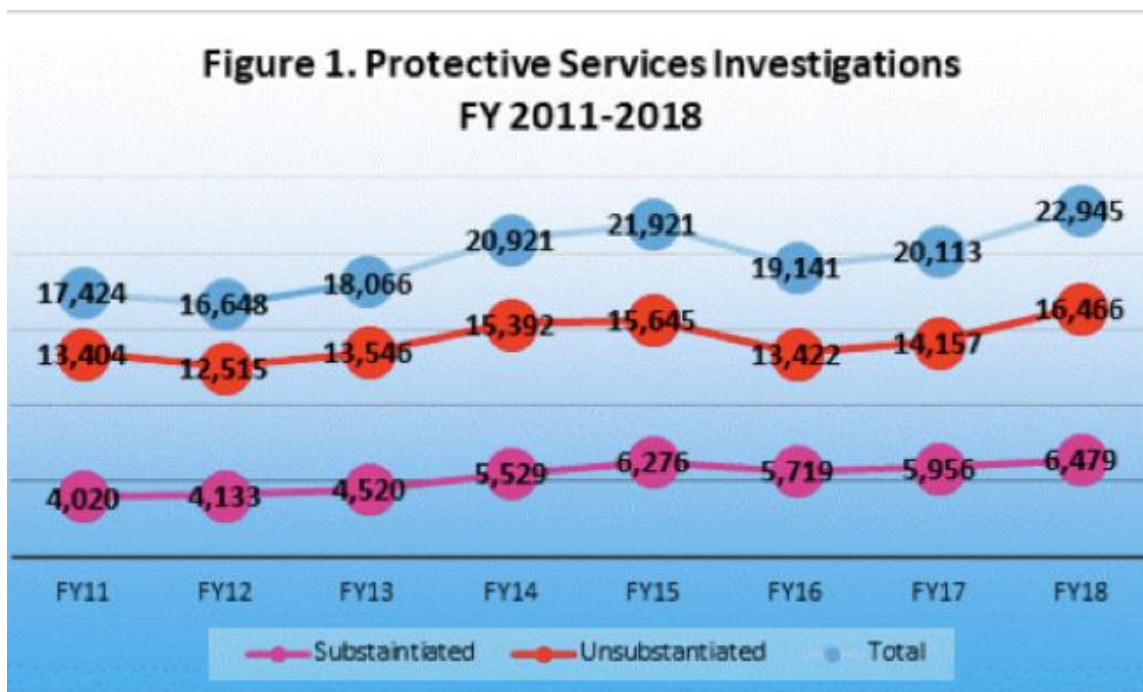


Figure 1. Investigations State Fiscal Year 2018. This table illustrates the number of accepted report, substantiated and unsubstantiated investigations, and child victims across the state.

County	Substantiated		Unsubstantiated		Total	% of State	Standardized Rate per 1000	Annual SFY Unique Victims	Population Under 18 yrs
	#	%	#	%	#	%			
Bernalillo E	1128	25.6%	3,286	74.4%	4,414	19.2%	15.1	1,232	178,315
Bernalillo W	1251	28.6%	3,127	71.4%	4,378	19.1%		1,466	
Bernalillo	2379	27.1%	6413	72.9%	8792	38.3%	15.1	2,698	178,315
Catron	0	0.0%	0	0.0%	0	0.0%	0.0	0	628
Chaves	176	25.1%	525	74.9%	701	3.1%	11.5	239	20,761
Cibola	100	40.8%	145	59.2%	245	1.1%	15.6	118	7,563
Colfax	67	38.7%	106	61.3%	173	0.8%	26.6	84	3,155
Curry	169	31.4%	370	68.6%	539	2.3%	16.0	242	15,172
De Baca	0	0.0%	7	100.0%	7	0.0%	0.0	0	481
Dona Ana	608	25.2%	1,808	74.8%	2,416	10.5%	12.2	787	64,279
Eddy	156	24.9%	471	75.1%	627	2.7%	14.8	230	15,550
Grant	155	34.7%	292	65.3%	447	1.9%	24.3	175	7,206
Guadalupe	5	26.3%	14	73.7%	19	0.1%	6.2	7	1,123
Harding	0	0.0%	0	0.0%	0	0.0%	0.0	0	103
Hidalgo	11	33.3%	22	66.7%	33	0.1%	12.2	17	1,395
Lea	167	28.2%	426	71.8%	593	2.6%	11.5	241	20,977
Lincoln	56	29.6%	133	70.4%	189	0.8%	16.1	69	4,284
Los Alamos	10	27.0%	27	73.0%	37	0.2%	2.2	10	4,608
Luna	115	34.0%	223	66.0%	338	1.5%	21.6	159	7,378
McKinley	216	43.7%	278	56.3%	494	2.2%	9.8	245	25,069
Mora	0	0.0%	0	0.0%	0	0.0%	0.0	0	1,147
Otero	180	28.2%	459	71.8%	639	2.8%	15.1	267	17,680
Quay	50	34.2%	96	65.8%	146	0.6%	29.6	65	2,195
Rio Arriba	176	37.3%	296	62.7%	472	2.1%	20.6	227	11,025
Roosevelt	42	22.0%	149	78.0%	191	0.8%	9.6	60	6,282
San Juan	400	32.0%	850	68.0%	1,250	5.4%	14.0	584	41,596
San Miguel	170	41.9%	236	58.1%	406	1.8%	32.6	248	7,613
Sandoval	202	16.6%	1,018	83.4%	1,220	5.3%	6.7	257	38,444
Santa Fe	296	27.2%	793	72.8%	1,089	4.7%	10.8	361	33,410
Sierra	42	29.4%	101	70.6%	143	0.6%	27.3	58	2,127
Socorro	79	35.3%	145	64.7%	224	1.0%	20.2	101	5,011
Taos	115	29.0%	282	71.0%	397	1.7%	19.7	147	7,465
Torrance	63	37.7%	104	62.3%	167	0.7%	20.8	91	4,370
Union	2	25.0%	6	75.0%	8	0.0%	1.9	2	1,031
Valencia	272	28.8%	671	71.2%	943	4.1%	15.6	349	22,398
State Totals	6,479	28.2%	16,466	71.8%	22,945	100.0%	14.9	8,638	579,841

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 Calendar Year 2019, PSD has been working with NCCD to better understand our IHS practice and outcomes and is helping PSD, in conjunction with IHS supervisors, and practitioners to develop a new evidence based practice and outcome measures.

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.
- 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.
- 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.

Figure 1. Children in Care by Month (Snapshot): This chart shows children in care statewide by month FY 2014 – FY 2018

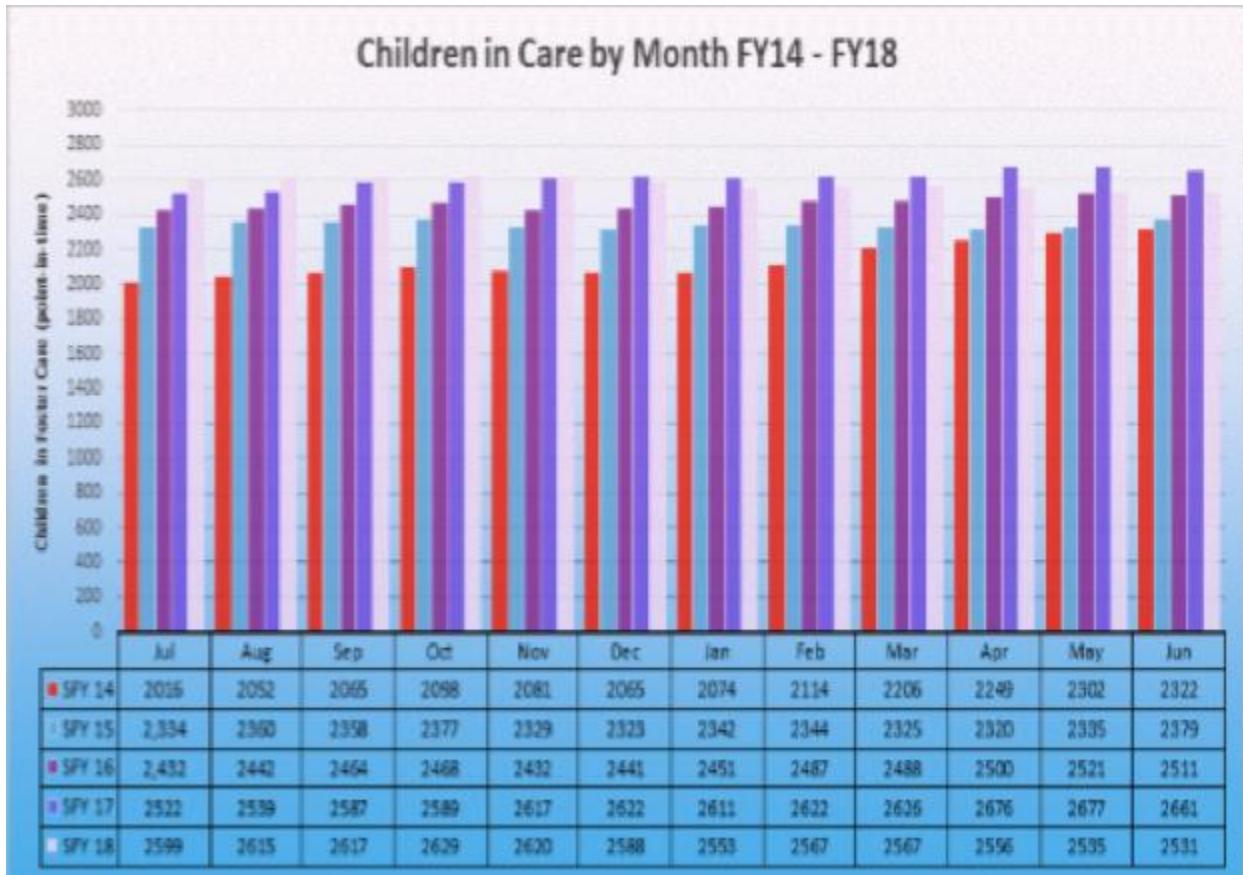


Figure 2. Average Number of Children in Care: This table illustrates the average number of child in care by type from FY 2014 through FY 2018.

NUMBER OF CHILDREN IN CARE AT THE END OF THE STATE FISCAL YEAR					
	FY14	FY15	FY16	FY17	FY18
Foster Care	1312	1430	1479	1457	1399
Foster Care Relative	527	468	513	653	586
Trial Home Visit	133	159	157	180	165
Pre-Adoptive	130	107	105	113	99
Group Home	58	53	62	66	67
Facility	84	92	108	107	131
Supervised Independent Living	11	9	9	3	7
Runaway	11	32	41	44	45
Guardianship (Relative)	0	0	0	0	0
Community Home	21	15	14	11	9
Detention	0	0	0	0	5
Protective Supervision	0	0	0	0	0
Other	20	14	20	27	18
Total	2307	2879	2508	2661	2531

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 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

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.

New Mexico has the second highest percentage of natives in the state per capita (behind Alaska). As further discussed in the 20-24 plan, New Mexico is currently building capacity to offer Tribal Customary Adoption for ICWA eligible youth. In the coming six months, CYFD will work with tribes on the program design, with the intention of rolling the program out in 2020. CYFD is also currently reviewing the effectiveness of the Heart Gallery and our other efforts to recruit adoptive parents as well as doing focus groups and interviews with youth and parents with a plan to revise/revamp/relaunch our adoption promotion and supports.

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.

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.

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.

Services for Children Adopted from Other Countries

PSD utilized FFY17 AFCARS data in 2018 to identify children who experienced a dissolution by utilizing the removal reasons of abandonment and dissolution. Based on the research, no children with a dissolution were identified as having been adopted through an intercountry adoption. PSD also conferred with the private adoption agencies in New Mexico. The agencies indicated they did not serve any children at risk of disruption or dissolution involved in intercountry adoptions during 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 on 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 from other countries, but none of the children served had disrupted from their adoptive placements.

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, of Spanish documents from other countries, Spanish letters or emails sent to foster or adoptive families related to payments, and reviews any publicly advertised CYFD or PSD material (i.e. Heart Gallery and Pull Together).

CYFD Protective Services Division (PSD) does not have a specific policy on rehoming of adopted children. If an intercountry 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 also continues to partner with the Adoption Alliance Network, adoption agencies certified by CYFD, certified counselors, and investigators to educate them on the requirement to provide services to families who have adopted children from other countries to ensure the network is up to date with the processes.

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. PSD will encourage adoption agencies and certified counselors/investigators to track the number of families that come to their attention for reporting. If an intercountry adoptive family comes to the attention of CYFD as being in crisis or 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, name of the agency 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 the Department of State at adoptionusca@state.gov.

Services for Children Under the Age of Five

In the 2015-2019 Final Report, provide an update on the activities the state has undertaken over the past five years to reduce the length of time young children under the age of five are in foster care without a permanent family, and the activities the state undertook in the past year to address the developmental needs of all vulnerable children under five years of age.

Over the past few years, PSD has initiated several practices to improve our ability to target services to those most at risk. This effort is most evident in terms of Promoting Safe and Stable Families (Title IV-B, Part 2) services and the PSD's safety management practice. Beginning last project year and continuing this year, in accord with the federal focus on services to children under age five (New Mexico's focus is five and under), family support services are provided to parents and secondary caregivers who have a child age 0 to 5 who is at risk of abuse or neglect. Family support services are intended to work with families at risk of child maltreatment.

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.

PSD has developed a work group to review and revise policies and procedures for children 0 to 5. This work group reviews timelines for hearings, permanency, and services for this population.

The “Survey of State Child Welfare Agency Initiatives for Maltreated Infants and Toddlers” serves as a guide for the review and recommended changes.

The Community Based Child Abuse Prevention (CBCAP) programs continue to provide home-based and evidence-based prevention services to families with children ages 0 to 5. 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 five 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.

Several additional efforts are underway to target enhanced 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.
- Early Intervention: Children under the age of 3 who are the 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) for the provision of infant mental health services. PSD is working with the Early Childhood Division to identify more pilot sites and increase the 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, and has three components: training and capacity building, assessment and then, recommendations. The training and capacity building component has occurred for approximately 30 individuals.

Populations at Greatest Risk of Maltreatment

PSD recognizes children aged 0 to 5 years old as the population at greatest risk for maltreatment. As indicated by the chart below, the percentage of maltreated victims for years 2013 through 2017 has been consistently higher for those aged 0-5.

Age of Child Victims (%)					
Age of Victim	2013	2014	2015	2016	2017
Under 1 year	13.1	13.0	13.7	14.2	14.3
1 year	6.4	6.6	6.6	6.6	6.5
2 years	7.1	6.3	5.8	6.4	6.0
3 years	6.6	6.5	5.7	5.6	5.3
4 years	6.6	6.2	5.5	5.4	5.4
5 years	7.5	6.7	6.2	5.6	6.1
6 years	6.7	6.9	7.1	6.8	6.1
7 years	6.4	6.8	6.4	6.3	5.9
8 years	5.6	5.7	6.2	6.3	6.4
9 years	4.9	5.3	5.5	5.4	6.1
10 years	4.6	4.5	4.9	5.3	5.1
11 years	4.5	4.4	4.6	4.6	5.1
12 years	4.3	4.3	4.4	4.3	4.3
13 years	3.7	4.3	3.9	4.0	4.1
14 years	3.8	4.0	3.9	4.0	3.6
15 years	3.2	3.2	3.7	3.3	3.7
16 years	2.4	2.9	3.0	3.4	3.0
17 years	1.8	1.6	2.0	1.8	2.2
18+ years	0.0	0.0	0.0	0.0	0.0

Source: ACF website Children's Bureau Child Welfare Outcome Report Data (<https://cwoutcomes.acf.hhs.gov/cwodatasite/pdf/new%20mexico.html#footnote5>)

PSD has continued to provide primary prevention programming through the Children's Trust Fund and the Community Based Child Abuse Prevention grant. The Children's Trust Fund's has

provided funding for innovative programs and projects that provide primary or secondary services to prevent child abuse and neglect. The following programs provide services to families with children 0-5:

- Taos Health Systems Holy Cross Hospital is helping to build a community of care for young children and their families in an effort to reduce isolation, facilitate understanding of child development and build parent resiliency in order to decrease the risk of child maltreatment.
- PB&J Family Services provides support to families through culturally appropriate group support sessions. The goal is to prevent child abuse and neglect by improving protective factors and preparing families to help their children succeed developmentally as well as academically.
- Aprendamos Intervention is helping to educate and provide information to new and expecting fathers on child rearing practices and child development in the southwestern quadrant of New Mexico.
- Childhaven Inc., in an effort to reduce the incidence of child abuse and neglect, provides educational activities and peer support groups to families that promote the parent/child bond and attachment.

The CBCAP funds were used to continue funding three Family Support Service programs utilizing the Nurturing Parenting or Circle of Security parent education curricula. These family support programs target and provide direct services to parents with children 0-5 years of age that have not had a substantiated case of child abuse or neglect. Direct services include life skills assessment and development, parenting education, home visiting and support groups for networking and skill building opportunities. These support groups have also been used to create parent leadership opportunities as well as to establish community level child abuse awareness events and activities. The three programs are:

- Aprendamos Intervention, serving Dona Ana County;
- PB&J Services, serving Bernalillo County & surrounding Pueblos of Sandoval County;
- Las Cumbres Community Services, serving Rio Arriba, Los Alamos, Taos & Santa Fe Counties.

The three CBCAP programs deliver services in a holistic, family-centered approach. Families who enroll in Family Support Services are able to access a variety of other programming offered by these agencies including home visiting services, early intervention services through the New Mexico-Family Infant Toddler (NM-FIT) Program, and fatherhood programs. In addition, Las Cumbres and PB&J offer PreK and other behavioral health services. If a service is unavailable in-house, the CBCAP programs make referrals to other community agencies and will conduct a

warm-hand-off to ensure a smooth transition between services. When appropriate, the programs will secure a release of information from the families so the various programs can work together to provide a continuum of support to the family.

CYFD continues to partner with other agencies to provide services to this age group:

- Safety Assessment: CYFD partnered with National Center for Crime & Delinquency to develop a new safety assessment that takes into consideration several factors that affect child vulnerabilities to include children age 0-5.
- 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.
- 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 Childhood Services Division and its contractors, including childcare, infant mental health services, pre-K programs and home visiting.
- Infant Mental Health Teams: Behavioral Health continues to build teams around New Mexico to provide infant mental health services around the state.

PSD also recognizes the following populations as being at significant risk of maltreatment:

Victims of Domestic Violence and Sexual Assault:

- New Mexico's domestic violence victim service provider organizations served 1,142 children (0-17) in shelter settings and 575 children in non-residential settings who were victims or witnesses of domestic violence in state fiscal year 2019. Services include shelter, counseling, legal advocacy, awareness, and a variety of supportive services that focus on improving safety, permanency and stability, and well-being.
- In partnership with the National Center on Domestic Violence Trauma and Mental Health, the State has supported the development and implementation of the Children's Capacity Building Project (CCBP), which provides intensive training and funding for dedicated staff in domestic violence victim service provider organizations on strengthening the bond between a child witness/victim of domestic violence and their non-abusive parent. Service modalities include trauma-informed approaches, Circle of Security, and Nurtured Heart. In SFY 2019 the CCBP worked with 249 children and 94 parents (included in service numbers above).
- The state is required to develop a plan to provide for establishment, maintenance, and expansion of programs and projects to prevent incidents of family violence, domestic

violence and dating violence; to provide immediate shelter, supportive services and access to community-based programs for victims of family violence, domestic violence and dating violence; and to provide specialized services for children exposed to family violence, domestic violence or dating violence including victims who are members of underserved populations.

- The New Mexico Coalition Against Domestic Violence (NMCADV) and CYFD have coordinated to develop an Organizational Needs Assessment for providers to better provide training, technical assistance, as well as develop boards of directors, executive directors, supervisors and staff to grow programs. We also have allocated federal CBCAP funding aimed at child abuse prevention within the Domestic Violence programs, as well as CJA funding to support the system improvement in investigation and treatment of child abuse cases that involve domestic violence specifically for a domestic violence informed child welfare practice. By allocating different funding to the NMCADV, we have been able to expand the systems work to better address the needs of our communities and ultimately families affected by Domestic Violence.
- The process of including community-based organizations with all planning efforts first began with the state building and improving collaborative relationships with the service providers. CYFD enlisted community-based providers and the two Coalitions to update and revise the State Domestic Violence Service Definition Manual (DVSDM). The DVSDM guides community based service delivery in all areas of New Mexico and with all underserved populations across New Mexico. The state meets at minimum annually with all of the funded community-based programs statewide to ensure the various communities in New Mexico have access to family violence and domestic violence services. Planning and program review is a part of the annual contractor meeting, as well as at NMCADV semi-annual meetings. A majority of the funded agencies provide shelter, and all funded agencies provide supportive services that include, but are not limited to advocacy, case management, life skill building, legal advocacy, individual/group counseling, and crisis intervention. A handful of agencies have qualified legal attorneys on staff that can provide direct representation for custody, divorce, immigration and other legal issues for domestic violence victims. Part of the planning process with agencies that has been built into ongoing interactions is Continuous Quality Improvement. Performance measures have been established with funded programs across the system and are in the planning stages of improving our data collection and reporting methods to better show the impact of the work being done. This strategic initiative is ongoing and will continue to be a focus of the work in New Mexico. All funded programs are included in these efforts as well as culturally specific programs that have been funded for the Pueblo of Zuni which are administered through their tribal government. The State ensures funding is available and there is ongoing training and technical assistance for community-based programs for agency infrastructure and sustainability strategies so that each program has the capacity and resources to serve the Native population in an effective way.

- The Coalition to Stop Violence Against Native Women (CSVANW) is included as a standard process in any state-wide Domestic Violence work at the state level. The CSVANW has participated in:
 - 1) joint training opportunities on a parenting curriculum;
 - 2) strategic planning for Batterers Intervention Programs in New Mexico;
 - 3) planning committee for Safe and Together Model training with Child Protective Services;
 - 4) the task force focused on education and legislation surrounding Strangulation;
 - 5) the Intimate Partner Violence Death Review Team; and
 - 6) Child Advocacy Center and Domestic Violence stakeholder coordination development.

In addition to those activities, specific efforts have been made to coordinate work surrounding human trafficking education and programs due to the fact that the Native American population is disproportionately affected. We have worked collaboratively on a coordinated community response team in Sandoval County (five sovereign pueblos are within Sandoval county) to improve police response, jurisdiction questions and information sharing to help improve problems related to the interaction of tribal, state and local governments. These problems often result in safety issues or barriers to victims of Domestic Violence. General State funding is also provided to the CSVANW to promote and support their work and education across the state.

Youth Experiencing Homelessness:

- CYFD also recognizes youth experiencing homelessness as being at significant risk of maltreatment. The 2017 runaway and homeless youth report indicates that three quarter of homeless youth in New Mexico express they cannot return home due to abuse or neglect.

LGBTQ Youth:

- LGBTQ youth are also understood by CYFD to be at significant risk of maltreatment, and are disproportionately represented among homeless youth and those that attempt or die by suicide. CYFD is currently reviewing and reconstructing its training, practices, and policies regarding support for LGBTQ youth.

FY 2018 Kinship Navigator Funding (title IV-B, subpart 2)

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.

Over the last four years, CYFD has evaluated the effectiveness of its programs and initiatives to promote safe and stable families. Through data analysis and 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, which limited the ability of agencies to be awarded all three programs if they were unable to hire licensed master's level 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 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 not only to 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 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 allow 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 rollout 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.

CYFD has also contracted with SHARE New Mexico to develop a Kinship Navigator Information and Referral system. The contract provides for SHARE to develop a toll free helpline and website which gives access to services and programs for Kinship caregivers. The helpline and website will connect callers to:

1. Local support groups
2. Eligibility and enrollment information for federal, state and local benefits including, but not limited to:
 - a. Temporary Assistance for Needy Families (TANF)
 - b. Supplemental Nutrition Assistance Program (SNAP)
 - c. Supplemental Security Income (SSI)
 - d. Housing Authority
 - e. Income Support Division
 - f. Medicaid

3. Pertinent trainings locally and statewide that provides information on topics such as:
 - a. Caregiving
 - b. Self –care
 - c. Mental health
 - d. Legal Assistance
 - e. Social Media and current technologies

4. State and local services such as:
 - a. Schools
 - b. Medical
 - c. Mental Health
 - d. Child Care
 - e. Legal Services
 - f. Disability Services

The contract also provides for extensive stakeholder collaboration and the development of segmented email lists to provide for the continuous dissemination of high-quality, updated information.

SHARE NM also provides a website with a link to the “New Kinship Navigation Program” which also provides information regarding support and assistance. It explains the ongoing partnership between CYFD, SHARE NM, and Pegasus Legal Services for children. Fliers regarding the helpline and website are being distributed at food pantries and other community resource offices.

Moving forward, CYFD intends to contract with an interpreter for families who speak Navajo to assist on the helpline. We are exploring partnering with 2-1-1 hotlines and establishing “Hubs” - Kinship Navigation hub offices, located within already established community offices (i.e. Senior Centers) to provide face to face support and referral services.

Adoption and Legal Guardianship 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 the 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.

During the reporting period, PSD continued to fund foster parent liaisons to support foster parents and did targeted marketing in areas of greatest need of additional foster parents. We purchased promotional materials to assist in recruitment efforts statewide. After 2014, PSD did not expect to receive future Adoption Incentive funds. However, PSD received adoption incentive funds as the number of finalized adoptions began to increase. PSD utilized the funds on services that continue to support foster and adoptive parent recruitment and retention. PSD is exploring the possibility of using this funding to contract with a company with the ability to provide a self-service mechanism in which prospective foster parents can check the status of their application/ licensing process.

CYFD currently offers subsidized kinship guardianship payments for federally eligible youth. CYFD is currently looking at how to close the gap and offer those subsidies to youth who are not federally eligible as well.

4. Program Support

Training

During the 2015-19 reporting period, PSD provided training on an ongoing basis to employees, parents, families, and community members with the goal of supporting all community stakeholders in contributing to safety, permanency, and wellbeing by providing quality service to child welfare involved children and families.

As further detailed in NM CYFD's 2020 - 2024 CFSP, under current leadership, CYFD is reexamining the structure, resourcing, content, and methodology of all of its internal and external training activities, and developing a 5 year training plan. The department anticipates adopting that plan in the second half of calendar year 2019.

2015-19 PSD Staff Training Overview

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.

Each of these trainings is 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.

Title IV-E funded training provided to PSD staff includes:

- 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.
- Foundations of Practice: Sessions are provided each month for 10 to 12 sessions per year. The training is completed in a five-week time frame, of which one week is on the job training (OJT) activities.
- 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.
- Annual Foster Parent Conference and Recertification Training.
- "Working with Youth": A six-hour training that includes 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.
- Safety Organized Practice (SOP) has been provided to all Supervisors and front line staff. 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 allows staff to register for trainings, offers CEUs, evaluation questions, as well as monitors and tracks staff participation.

- All PS staff was trained in Youth Sex Trafficking in 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, regionally based training.

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

Training Provided Through Programs Included in the 2015-19 CFSP

Title IV-B Part 2 & CBCAP:

- 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 support 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 training funds were used to support the annual Independent Living Conference.

CBCAP:

- In 2015 – 2019 CBCAP funds were used to 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 Trainings:

- 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-learnings 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 Interstate Compact on the Placement of Children (ICPC) coordinator often provides training on changes in ICPC procedures; youth services staff provide training on emerging issues related to youth, etc.

2015-19 PSD Trainings for Community Partners

- 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.
- 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 is provided in every county. Staff and contractors continue to go through a certification process to train the curriculum.
- Behavioral Health Services Training: 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 and 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 23 Youth Trainers statewide (16 of those youth were recruited by PSD Youth Transition Specialist (YTS) staff) and 17 adult co-trainers (10 of which are PSD YTS staff). YETs were offered at each of the five Days of Learning BHS provided in FY17 and at each PS county office statewide annually. YET was offered at the Children's Law Institute in FY17 and Foster Parent Appreciation Conferences. At the end of FY17, 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 FY18, an additional 108 PSD staff and 85 foster parents were trained in YET. In FY19, BHS will continue to provide YET trainings as requested by PSD.

TA & Capacity Building Received by PSD in support of CFSR Goals and Objectives

As noted throughout this report, CYFD received ongoing support from the Capacity Building Center for States to support CYFD to address the PIP. They formed workgroups whose action plans included training regarding working with relatives and maintaining sibling connections. Trainings are ongoing as of this writing.

CYFD also maintains a paid contract with the National Center on Crime and Delinquency that provided for training and coaching on Safety Organized Practice, Structured Decision Making, and the Collaborative Assessment Process Framework. NCCD provided in person training and technical assistance in every region twice.

CYFD also partnered with Casey Family Programs to provide coaching around 90 day staffing and cases that exceeded timeframes regarding reunification and adoptions.

Child and family services-related research, evaluation, management information systems, and/or quality assurance systems

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 feedback was utilized in the development of the Plan for Improvement.

Information Systems

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 who is (or within the immediately preceding 12 months has been) in foster care.

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. In 2018 CYFD submitted an Advance Planning Document and notice of our intent to transition our current system to a CCWIS. 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 sessions with Leading Agile in preparation for this project. The first visit on 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 trainings to 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 requirements 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 requirements:

- 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

Quality Assurance System

The quality assurance system is functioning statewide to ensure that (1) it is operating in the jurisdictions with the services included in the CFSP 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) strengths and needs of the service delivery system are identified; (4) it provides relevant reports; and (5) it evaluates implemented program improvement measures.

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. Some of the strategies implemented to support this goal are described below.

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.

Throughout the reporting period, 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 was updated for 2018. A QA team member was assigned as a liaison to each region and reaches 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 county improvement plans has shifted to county and regional management.

Improved CQI Training and Outreach:

- **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 peer reviewers. To date nearly 200 participants have completed the training.
- **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.
- **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.
- **Legal Review and Foster Care Provider Review Training:** Each month the QA Team hosts a webinar to discuss the legal review instrument and the foster care provider review instrument.
- **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.
- **Workgroups:** The QA team members attend or facilitate various workgroups on numerous topics including ICWA, Safety Assessment and Planning, Supervision, Investigations, and SCI.
- **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 the

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 support to 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:

- **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.
- **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:

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

- 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:
 - Pre-initiation staffing
 - Ongoing training on safety assessment and management and review of the instrument , how it is used and revisions as necessary
 - Improved quality and quantity supervision
 - The “warm handoff” to services providers
 - Caseworker visitation with parents where they live at least monthly

5. Consultation and Coordination Between States and Tribes

Structure of Collaboration with New Mexico’s Tribes

CYFD has worked diligently to ensure continuous communications with tribes and pueblos, and to partner towards meeting the plans outlined in the 2015-2019 CFSP.

CYFD has two Tribal Liaisons that are tasked with maintaining consistent communication with tribes, and promoting good government-to-government relationships. There is an overall CYFD Tribal Liaison who is placed in the Office of the Secretary, Bernie Teba. Mr. Teba serves both Protective Services as well as the other four divisions within CYFD. This is a legislatively-mandated position for CYFD. In addition, Protective Services places tribal liaison activities also within the duties of the Federal Reporting Bureau Chief, Cynthia Chavers. Both Tribal Liaisons work together to ensure ongoing communication between the state and the tribes; meet the requirements of the State-Tribal Collaboration Act of 201; and to ensure compliance with the Indian Child Welfare Act. Troubleshooting is one of the responsibilities of the tribal liaisons; if tribes need consultation, information regarding CYFD protocols, or are having difficulties communicating with a local county office, it is the job of the tribal liaisons to provide information or facilitate communications. Tribal Liaisons assist with a wide variety of tasks, from assisting with legislative initiatives to facilitating case staffings between tribes and the state. Tribal Liaisons are also responsible for ensuring communications across state agencies.

There are numerous collaboratives and initiatives around Indian child welfare in New Mexico. This includes the NM Tribal ICWA Consortium (or NMTIC), the NM Tribal-State Judicial Consortium, Tribal Liaison quarterly meetings convened by the NM Department of Indian Affairs, the Native American Children and Families Collaborative, and the New Mexico Partners. These groups meet at regular intervals and advise on ICWA compliance, improving systems for Native families, and improving relationships. Tribal liaisons attend the various collaborative meetings on a monthly or quarterly basis. In addition to the liaisons, these meetings are also regularly attended by other CYFD administration, including the Chief Children’s Court Attorney, and the Deputy Directors. These are all forums in which tribes and pueblos provide feedback to CYFD and the Administrative Office of the Courts on concerns and areas for improvement.

The annual tribal IV-B meeting is another opportunity for tribes to provide input and feedback to PS. PS representatives attend to present on changes within the agency, provide updates on any state or federal law changes, provide technical assistance to tribes, and promote relationships.

Tribes and pueblos have been invited to provide input into all significant policy changes for CYFD that would or could affect Native American families. An example of this is the new safety assessment and practice model that CYFD has adopted, Safety Organized Practice. As CYFD considered this practice model, a series of stakeholder meetings were held with tribal partners to get feedback on the usefulness of the model, implementation, and most importantly, ensuring culturally appropriate language and consideration of Native heritage and culture in planning with families. Because many New Mexico tribes also utilize the CYFD safety assessment tool to screen families, it was essential that tribes were included in the planning and implementation of this new practice model. Tribes provided significant feedback on the language of the assessment form, and what would best reflect what Native families need from the child welfare system. All tribes are offered training on the new safety assessment tool either through the PS Foundations of Practice training or at a Tribal Safety Organized Practice training being held on June 20, 2019. Trainers will be Camille Hancock, PS Training Director, and Cynthia Chavers, Federal Reporting Bureau Chief, who are both trainers for the new practice model.

PSD provides a copy of the APSR each year to the tribes and pueblos of NM. 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.

Opportunities for consultation occur throughout the year and involved formal public hearings and meetings, presentations at both the Foster Parent and 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, Chafee funds, ETV funds, and obtaining feedback from tribal partners.

- IGAs – Ongoing discussions with PSD and tribes around the state to address the option of entering into an intergovernmental agreements (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 an 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’s 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.

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.

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. On-site trainings were provided this year to Mescalero Apache, Ramah Navajo, Acoma, and Zuni

by the IV-E unit. 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.

PSD also collaborated with the Consortium 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."

Final update on compliance with ICWA since submission of the 2015- 2019 CFSP

PS has made great strides in the past few years in establishing positive, ongoing working relationships with tribes, including a state-recognized tribe. The PS tribal liaison has monthly conversations with most members of the NMTIC either at the monthly meeting, through phone calls or emails, or at case staffings. The tribal liaison has been invited to be an interested party member of the NMTIC, and will continue to attend the monthly meetings of the Consortium. Attendance at the Consortium meetings is crucial to maintaining a positive ongoing relationship, as is providing a space to listen to concerns from tribes from a place of humility.

CYFD currently holds 13 joint powers agreements and 1 intergovernmental agreement between the state and tribes, and are working to update these agreements. The intergovernmental agreement between CYFD and the Navajo Nation was recently updated, in January of 2019. Joint meetings were held over the course of 18 months between the two governments to negotiate a new agreement.

CYFD is also in the process of updating JPAs with the Pueblo of Acoma, the Pueblo of Pojoaque, and the Jicarilla Apache tribe. Updates are needed to most of the agreements, as CYFD began a IV-E subsidized guardianship program in 2018.

CYFD is promoting and encouraging tribes to consider subsidized guardianships in response to tribal communities asserting that in many Native cultures of NM, a severing of parental rights is not appropriate or essentially does not exist. For this reason, many tribes take the legal stance that they cannot support a change in permanency plan to adoption for a child who is a member of the tribe; however, a guardianship would be considered an appropriate alternative.

Other efforts that have furthered best practices for ICWA include the establishment of a regular staffing time between the Pueblo of Acoma and the Cibola County Protective Services office. This practice has been agreed to in an effort to reduce tension and ease communications. During the

negotiations to establish these meetings, Acoma also raised concerns about the treatment of Native families during Family Centered Meetings. Due to feeling that Native families were not being treated fairly, it has been arranged that a tribal child welfare worker could facilitate these meetings rather than a state caseworker, and more time would be allowed for these meetings, to allow for more conversation.

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 Casey Family Programs as well. PS plans to continue to support both entities, the Navajo Nation and Ramah Navajo, through this process.

PS recently made contact with a state-recognized tribe that is not a member of most of the ongoing collaboratives. The Fort Sill Apache tribe is a small tribe of about 63 members. PS has made contact with their administration to begin establishing communication. There are no known Ft. Sill Apache children involved in the PS or JJS system at this time, but both governments acknowledge they would like to establish a relationship.

Other examples of best practices that advanced the goals of the 2015-19 CFSP include:

- Early notice of PS involvement: PS procedure mandates that tribes are notified during an investigation of a family, rather than at the point of removal as ICWA requires. This allows for tribes to identify supports for the family early, and to team with the family and PS on decision making and resources.
- Quarterly meetings with the Navajo Nation to discuss programmatic updates; and monthly meetings between Bernalillo County staff and Navajo Nation to staff individual cases.
- Tribes are invited to all court hearings, case teaming meetings, and case staffings, whether or not the tribe has formally intervened.
- Tribes are included in all key decision making for cases, including jurisdiction, permanency options, placement of the child(ren), and services for a family.
- Tribal entities work with PS to ensure Native children in foster care are able to participate in traditional activities like feast days or dances.

- Ongoing joint trainings conducted by the NMTIC, Protective Services, the Administrative Office of the Courts, and other entities. PS is consulting with the NMTIC on curriculum all ICWA-related staff trainings, and the NMTIC is starting to provide many of the PS staff trainings. In addition, PS and the NMTIC co-presented at the National Indian Child Welfare Conference, which was held in Albuquerque in April 2019 and at the annual Children’s Law Institute in January of 2018.
- Tribal staff are invited and encouraged to attend the Foundations of Practice training for new employees offered by Protective Services.
- Tribes work with the state to preserve their Native languages while children are in foster care.
- Protective Services has partnered with the NM State-Tribal Judicial Consortium and the Office of the Courts to provide an updated ICWA Bench Card and Folder for each judge.
- Protective Services is currently partnering with the Administrative Office of the Courts and the Children’s Court Improvement Commission to provide a Guardianship Bench Card, to promote Guardianships in ICWA cases.
- The NM State Tribal Judicial Consortium is working on reciprocity of court orders between tribal and state courts, including mental health involuntary commitment and orders of protection. This will alleviate jurisdictional issues effecting Native families currently.
- Attendance at the Tribal Leadership Summit including attendance and a presentation by CYFD Cabinet Secretary Brian Blalock. This was an opportunity for tribes to share concerns, and discuss ideas for furthering our work together.

ICWA Data:

The entities that work to advance ICWA practice in NM have identified numerous problems with data collection on ICWA cases. It is challenging to track overall ICWA compliance in the state because current information systems do not capture ICWA adequately. There are numerous entities that track ICWA data; PS, the Administrative Office of the Courts, the statewide CASA office, and each individual tribe. Data is shared regularly amongst these entities. There are ongoing efforts to reconcile this data, as each entity’s data does not match the others. The ICWA Data Workgroup meets on a monthly basis to analyze the data and make recommendations for improvement. This workgroup has been convened by Bernie Teba, CYFD Tribal Liaison.

The data that is being collected shows a consistent rate of approximately 11% of children in foster care are Native American, which is proportionate to the state population. However, investigations against Native families are substantiated at higher rates, and permanency takes longer to achieve for Native children in care. Ongoing collection of this data is helping inform

where practice need to strengthen, how to develop curriculum for training, and systemic barriers for ICWA cases.

ICWA Court:

PS is working collaboratively with the tribes, the Administrative Office of the Courts, the 2nd Judicial District, and the Casey Foundation/NM Partners to build an ICWA Court in Bernalillo County. This court would specialize focus on ensuring active efforts are being made in ICWA cases. The planned launch date for this court is Indigenous People's Day 2019. The court is planned for the 2nd judicial district because this county holds the highest ICWA caseload in the state, with approximately 350 Native children in care. This effort has been years in the making, as tribes have advocated for a specialty court for some time. Tribes have provided feedback that due to PS turnover rates and training needs, staff is frequently unaware of ICWA requirements. Although ICWA is embedded in all PS procedures as well as state law, line staff still do not have sufficient knowledge of how to meet the requirements of the act. Along with the ICWA Court, PS has dedicated four positions to becoming a specialized ICWA unit comprised of one supervisor and three ICWA workers. This unit will be an integral part of the ICWA Court team. In addition to carrying the ICWA caseload, this unit will work with the NMTIC to provide ongoing staff training and consultation statewide. PS administration and the Office of the Secretary have prioritized ICWA compliance and our ongoing collaboration with tribes.

ICWA Regulations:

PS is in the process of updating all policies and procedures to be in line with the ICWA update of 2016. PS initiated and held a series of meetings with tribes to begin this process. Meetings have been temporarily paused with a switchover in several key positions within the update workgroup. PS is currently in the process of revising the bulk of policy and procedure to align with new practice models; ICWA updates are included in this work. PS also has plans to pull all ICWA sections of procedures together to create a comprehensive procedural guide that also includes best practice recommendations and ICWA resources, such as listings of tribes and tribal contacts. Currently each section of procedure (i.e. Intake, Legal, Investigations, Placement, In Home Services, Youth Services and Permanency) has an ICWA section. Having it separated in this way makes it more challenging for staff to locate and follow.

6. CAPTA State Plan Requirements and Update

Use of Funds

During the reporting period, CAPTA State Grant funds were primarily used alone, without combination with other federal funds. There was coordination PSSF Title IV-B subpart 2 expenditures as well as state general funds to support the implementation of Safety Organized Practice through collaboration with National Center on Crime and Delinquency. Funds were also applied to development of the FACTS system.

There are changes from the state’s previously approved CAPTA plan in how PSD coordinates programs and funding streams to provide for a comprehensive approach to service delivery. Activities, services and training supported with CAPTA grant funding are identified below. The following table outlines the status of the activities that New Mexico carried out with its CAPTA State Grant funds in the previous year, as well as activities intended to be carried out in the upcoming year.

Activity/Service/Training	2020 Status	Corresponding CAPTA Program Area
Continued support for maintenance of FACTS, the system used by PSD to track reports of child abuse and neglect from intake through final disposition and allows interstate and intrastate information exchange.	On-going: PSD anticipates use of funds in for basic maintenance of FACST as we transition to CCWIS in 2020 and future years.	Program Area 5
During the 2019 Legislative Session, a law was passed required CYFD to develop and implement Differential Response.	CYFD will be developing an implantation plan to begin piloting Differential Response in 2 counties in FY21.	Program Area 4
Provide training to foster parents, staff and other stakeholders at the New Mexico’s Children’s Law Institute (CLI), on the prevention of human trafficking and the prudent parent standards as outlined in the Preventing Sex Trafficking and Strengthening Families Act (P.L. 113-183)	Support attendance and participation of PSD staff and foster parents (CPS workers and children’s court attorneys) at the annual conference held in January 2019. Will continue to support attendance and participation at the January 2020 institute and annual CLI thereafter. A specific track is provided on Preventing & Responding to Sex Trafficking at the CLI Conference.	Program Areas 2, 6, 7
Provide training to staff and other stakeholders throughout the year on the cross section of Domestic Violence and Protective Services using the Safe and Together Model. Training is provided in person, online, and through coaching and consultation.	On-going: PSD has entered into contracts with Safe and Together Institute. Multiple trainings are scheduled in locations throughout the state with direct staff, supervisors, and management and training coaches, along with program evaluation following trainings.	Program Areas 3, 4, 8 and 14
Develop tracking mechanism for CARA Plans of Safe Care and training.	On-going	Program Area 2, 3, 6

Substitute Care Council Recommendations

In accordance with statutory obligations, PSD conducted meetings and gathered input from substitute care review boards (i.e. Councils) to assess the effectiveness of substitute care. In order to examine the system of care, the Council garnered guidance and information for current research to understand best practices. Based on this research and the Council's evaluation of CYFD's effectiveness, the following recommendations were developed towards the improvement of the protective services system of care. For further detail regarding the Council's work, findings and recommendations, please refer to the attached report entitled "Substitute Care Advisory Council Annual Report."

Council Recommendations:

Legislature:

- Change member eligibility language in the NMSA 1978, Section 32A-8-1 et seq., Citizen Substitute Care Review Act 32A-8-5(C) to read: "A person who is employed, or a relative in the first degree of consanguinity or through marriage by the first degree of affinity of a person employed, by the children, youth and families department protective services division, a district court or a member of the Council shall not serve on a substitute care review board".
- Add language to NMSA 1978, Section 32A-8-1 et seq., Citizen Substitute Care Review Act to read: "the department of children, youth and families shall provide direct access to information deemed necessary by the Council to fulfill state and federal mandates."

Regulation & Licensing Department & Children, Youth and Families Department:

- Until the Act is changed, revise the Joint Powers Agreement between the Children, Youth and Families Department and the Regulation and Licensing Department to include direct access to information deemed necessary by the Council to fulfill state and federal mandates and timelines to provide said information.

Children, Youth and Families Department:

- Revise 8.10.8.29 Court Appointed Special Advocate (CASA) and Citizen Review Board (CRB) and 8.10.8 NMAC PR 29 (5) Substitute Care Review to reflect the Substitute Care Advisory Council's purpose, information to be provided to the Council, to include who provides the information, when to provide the information and how the information provided is tracked.
- Revise 8.10.3 PR 18 to include (1) independent team review for cases in which there have been two previous investigations, (2) established timelines to conduct and conclude the review, (3) specific considerations during the review and (4) documentation of the

conclusions of the review and the impact on the determination of the current investigation.

- Create and distribute work plans for: Implementation of the Safety Organized Practice model including measurable objectives and evaluation and specific assessments for Trial Home Visits, best placement for any substitute care placement. Case planning for children in custody of CYFD to include measurable objectives, evaluation and specific formats for Transition Home Plans, Life Skills Plans and Individualized Adoption Plans.
- Provide documentation of psychotropic medication oversight as described in 8.10.8 NMAC PR 17(7).

Council:

- Provide more frequent reports and promote solution-focused discussions that lead to measurable actions.
- Prioritize the monitoring of state and federal initiatives related to the safety of children in substitute care.
- Collaborate with stakeholders to provide a national conference with opportunities to showcase the work being done in New Mexico and to learn from other states.

Final Report on CARA PIP

The following PIP serves as New Mexico's plan to address the needs of infants who have been exposed prenatally to drugs or experiencing resulting withdrawal symptoms of Fetal Alcohol Spectrum Disorder.

CARA PIP Item 1: Develop a process for identifying and tracking infants affected by substance abuse or withdrawal symptoms resulting from prenatal drug exposure, or a Fetal Alcohol Spectrum Disorder.

A system for identifying and tracking infants affected by SUD has been created by the CARA workgroup. In our plan, health care providers involved in the delivery of the newborn would assess at delivery whether or not a plan of safe care, which will be called a "Plan of Care," is required. Health care professionals may utilize the form entitled "Assessment for Plan of Care" (Attachment D) for guidance on whether or not the plan of care is required. Once the plan of care is developed, the health care professional would develop the Plan of Care (Attachment E, Plan of Care template). The Plan of Care is intended to be a working document that is completed by the health care professional with the participation of the caregivers of the child. The Plan of Care will then be provided electronically to two locations: one copy to CYFD, and one copy to the Care Coordinator assigned through the family's managed care organization. The Care Coordinator will be tasked with ensuring that the infant's primary care physician also has a copy

of the Plan. An additional copy of the plan of care will also be shared between CYFD and the Department of Health, Children's Medical Services, Family Health Bureau (CMS).

Once the Plan of Care is established and sent to the MCO Care Coordinator, the Care Coordinator will be responsible for ensuring the family is linked to any services listed on the Plan of Care. It is recommended that all referrals to service providers and resources be handled as a warm hand-off.

CMS will be providing monitoring and care coordination for families who are Medicaid-exempt. Native American families have the option of not being assigned to a fixed MCO in New Mexico; and are referred to as "exempt." Given that more than 10% of New Mexico's population is Native American, we wanted to ensure that all families have equal access to Plans of Care and the supports provided. CMS will be able to fill this gap.

CARA PIP Item 2: Identify process for the development and tracking of safe care plans to address the health and substance use disorder treatment needs of substance exposed infant and their families or caretakers.

Plans of Care will be created before discharge from the hospital. All delivery sites in the state will be trained on how to create the Plans of Care, and where to send the Plan of Care once it is established. Extensive training has already taken place; additional trainings are planned for the remainder of calendar year 2019. Tracking will occur through CYFD Protective Services Division as well as the New Mexico Department of Health, Children's Medical Services.

CARA PIP Item 3: In addition to development and monitoring of safe care plan, New Mexico will develop a process to track when and how referrals are being made for services to support those substance-exposed infants and their families or caretakers.

All Plans of Care, once developed, will be copied to CYFD for data collection purposes. They will be screened to track when and how referrals for services are being made to address the specific needs of the substance exposed newborn and their families. The data, in de-identified form, will be shared between CYFD, Department of Health/Children's Medical Services, and Human Services Department/Medicaid Division. This data will help CYFD, Department of Health, and the Human Services Division work collaboratively to identify gaps in services statewide. With this information, the state can work to build better community supports for families affected by substance use disorders. Additional data will also be collected on the Plans of Care, including referrals to other types of services. This may include housing programs, domestic violence interventions and supports, and behavioral health treatment. This additional data is also considered necessary to collect, so as to ensure we are identifying gaps in community resources and services and can work towards building access to resources for families. The data will be added to the Resource Mapping that is being maintained by the CARA Workgroup, and will assist the State in working towards a more uniform behavioral health care system.

CARA PIP Item 4: Governor's Assurances certifying the state is compliant with P.L. 114-198, the Comprehensive Addiction and Recovery Act of 2016. New Mexico submitted a Governor's Assurance in 2018.

7. Statistical and Supporting Information

Information on Child Protective Service Workforce

Staff Qualifications

PSD staff must meet minimum qualifications, as determined by their positions and job functions. If a social work license is required for a position, the employee will meet the necessary requirements to maintain that licensure. Qualifications for each position are as follows:

- Statewide Central Intake (SCI) Worker: Bachelor's Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services/Studies from an accredited college/university. Experience is not required for these positions.
- SCI Senior Worker: Bachelor's Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services/Studies from an accredited college/university and two years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.
- SCI Supervisor: Bachelor's Degree in Social Work from an accredited college/university, four (4) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care, and licensure by the NM Board of Social Work Examiners at the LBSW, LMSW, or LISW level or eligibility for such licensure in accordance with NM requirements OR Bachelor's Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services from an accredited college/university and six (6) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.
- Investigation Case Worker: Bachelor's Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services from an accredited college/university and two (2) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.
- Investigation Senior Worker: Bachelor's Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services from an accredited college/university and four (4) years of any combination of experience including working

with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.

- Investigation Supervisor: Bachelor's Degree in Social Work from an accredited college/university, four (4) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care, and licensure by the NM Board of Social Work Examiners at the LBSW, LMSW, or LISW level or eligibility for such licensure in accordance with NM requirements OR Bachelor's Degree in Social Work, Education, Counseling, Psychology, Sociology, Criminal Justice or Family Services from an accredited college/university and six (6) years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care.
- In-Home Services Practitioner: Master's Degree in Social Work, Guidance and Counseling, Counseling, Psychology, Sociology or Criminology from an accredited college/university is required for this position and two years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care. Must possess a current license in New Mexico as a Doctoral Level Psychologist, Psychologist Associate, LISW, LMSW, LPC, and LPCC, LMHC or LMFT or eligibility for such licensure in accordance with New Mexico requirements.
- In-Home Services Practitioner Supervisor: Master's Degree in Social Work, Guidance and Counseling, Counseling, Psychology, Sociology or Criminology from an accredited college/university is required for this position and four years of any combination of experience including working with communities, working on health or social service related matters, social work/case management experience, behavioral health and/or health care. Must possess a current license in New Mexico as a Doctoral Level Psychologist, Psychologist Associate, LISW, LMSW, LPC, and LPCC, LMHC or LMFT or eligibility for such licensure in accordance with New Mexico requirements.

Ongoing Training and Staff Development

PSD staff are provided with ongoing training to enhance their skills and ensure they are abreast of best practices and ethical standards. Staff have access to over 70 trainings that are offered in-person and online. All of the trainings seek to increase knowledge of ethical and professional behavior, best practices, and effective evaluation of services. Coaching services are also available to staff to support them in the adoption of the following core competencies:

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

An overview of all current trainings is included in the 2020-24 CFSP.

Staff Demographics

PSD staff closely reflects the ethnic make-up of New Mexico’s population. The demographic breakdown of PSD personnel is as follows:

Ethnicity	Percentage
African American	2.6%
American Indian	7.7%
Asian	0.5%
Hispanic	55.4%
Samoan	0.5%
White	26.9%

The gender make-up is as follows:

Gender	Percentage
Female	80.1%
Male	19.9%

Caseload Standards

CYFD uses the caseloads standards established by the Child Welfare League of America (CWLA):

- Intake Workers - 1-2 calls per hour
- Investigation- 10 new reports per month
- Permanency – 12-15 children at any given time
- Placement – 30-35 adoptive or foster families at any given time
- In Home Services - 8 cases at any given time.

CYFD Policy is that supervisors should not have more than 8 direct reports. For Field supervisors, CYFD’s standard is 5-6 direct reports.

Caseload Reports current as of May 2019 are attached.

Juvenile Justice Transfers

New Mexico is a dual jurisdiction state so never transfers custody of dependents to the state juvenile justice system. The number of transfers is therefore 0.

New Mexico uses the term “crossover youth” to refer to those dependents with a concurrent adjudication that provides for supervision of the Juvenile Justice Services division. There are currently 37 such dependents in the state, all of whom are in out-of home placement.

Education and Training Vouchers

	Total ETVs Awarded	Number of New ETVs
2017-2018 School Year (July 1, 2017 to June 30, 2018)	40	19
2018-2019 School Year* (July 1, 2018 to June 30, 2019)	28	12

*Numbers as of June 05, 2019 – YSB is continuing to accept and process requests from youth for ETV

Inter-Country Adoptions

As detailed above, CYFD identified no children who entered state custody due to disruption or dissolution of an inter-country adoption.

8. Attachments

[Citizen Review Panel Report](#)

[CAPTA Annual State Data Report](#)

[Caseload Reports current as of May 2019](#)