

Administrative  
Review Division

Coordinators'  
Survey Report

2007



**Colorado Department of Human Services**

*people who help people*

Administrative Review Division  
4045 South Lowell Boulevard  
Denver, Colorado 80236  
(303) 866-7160  
[www.cdhs.state.co.us/OPI/ARD/ARD.html](http://www.cdhs.state.co.us/OPI/ARD/ARD.html)

Gayle Ziska Stack,  
Director, Administrative Review Division

Report<sup>1</sup> Prepared by:

Kathleen L. Makelky  
Administrative Reviewer

Andrew Bolton  
Administrative Reviewer

---

<sup>1</sup> located in Y:\CAPP\ARD\X-Quality\surveys\Coordinator Client Satisfaction Survey\Coordinator Survey 2007\Coordinator Survey Report 2007

## **Administrative Review Coordinator Survey Report - 2007**

### **Executive Summary**

In May 2007, the Administrative Review Division (ARD) conducted its seventh Coordinator Satisfaction Survey. While the intent has been to conduct the survey annually, it was not conducted in 2004 due to budget constraints. The survey's purpose is to gather information from administrative review coordinators to help identify strengths and weaknesses in the review scheduling and delivery of reviewer findings processes, with the goal of making the case review system as efficient and effective as possible. In addition to the county coordinators, in 2002 the survey's distribution was expanded to include coordinators of the Division of Youth Corrections (DYC) Regions. Thus, this year's survey was once again distributed to coordinators representing 64 counties and 4 DYC offices (Central, Northeast, Southern, and Western).

This year's survey consisted of six items asking about the ARD performance and one general question seeking suggestions for improving the scheduling process. Overall performance increased on two items this year. The first increase is found in Item Two, which asked respondents about whether they had received all findings due. The responses indicate an increase in received findings from 90% to 95%. This is a five percent increase over the 2006 results, which had seen a 10% drop in performance that year. The second area of improvement is noted in Item Six, which asked respondents about their perception of the responsiveness of ARD state office staff to coordinator's questions and information requests. Performance in this area has increased positively for the sixth straight year by 3%, achieving a perfect rating of 100%, the highest rating received to date.

Conversely, a decreased performance of 10% was indicated for Item One, which asks if review findings are made available on the day of the review. Positive response in this area decreased from 94% to 84%. While this represents a decrease of 10% over the 2006 results, it is a 11% decrease since 2005, which was the last year there was an increase in performance on this item. Additionally, there was a 5% decrease, from 94% to 89%, in performance on Item Three, which asks whether the counties/coordinators have received a list of available review days for scheduling reviews prior to the last workday of the month. Items Four and Five show a 1% decrease in positive performance each. Item Four asked respondents whether they were receiving enough available review slots to remain current with their out-of-home review schedule. There was a decrease in positive performance from 87% to 86% on this item. In 2006, there was no noted change in positive responses on this item, indicating that there is an increased need for additional review slots by the counties. Finally, Item Five, which inquired about whether the assigned reviewer(s) for each county is/are responsive to questions and concerns. The decrease in positive performance on this item was from 94% to 93%. There has been a steady 1% decline in performance on this area since 2005, which showed a positive performance rating of 95%.

Item seven asked the coordinators to make recommendations for improving the ARD scheduling process. In this year's survey, only 61% of the overall respondents included an answer to this question. This included 26 coordinators who simply wrote, "None" or "NA." There were also numerous positive comments complimenting both the reviewers and the review process. Within the six responses suggesting improvements, four of them involved requesting more review days and the hiring of more reviewers to be able to provide for the requested days. Two respondents also indicated that there is a need for increased training for new Client Managers, as well as training for Caseworkers to improve the Coordinators' ability to perform their jobs well. Other comments included suggestions about the Trails process being improved, including adding and/or changing data for the review tickler that is generated for each county, and making an effort to decrease the number of changes made to the schedule in any given month, as the changes are difficult to accommodate in the larger counties.

In summary, two items showed improvements over previous years and four showed performance declines. Still, over the past five years, responses about ARD performance indicate that the ARD maintains quality service to the counties, regions and their coordinators.

One factor that may be continuing to affect ARD's perceived performance is the severe budgetary and staffing cuts imposed on the ARD in SFY 2004. Despite this, survey responses suggest that the majority of coordinators are satisfied with the scheduling process and the reviewers. ARD greatly appreciates the coordinator's continuing efforts to make the review process efficient and effective. ARD is also grateful for the feedback provided by coordinators and will continue to utilize that feedback to improve performance and processes.

## **Overview**

In seven of the last eight years, the ARD has surveyed the administrative review coordinators in Colorado's 64 counties. In addition, coordinators for the DYC Regions have been included since 2002. Due to budget constraints, the ARD did not hold a coordinators conference and did not conduct a survey in 2004. The ARD is committed to gathering information to aid in evaluating strengths and weaknesses in the scheduling process with the goal of making the review scheduling process as efficient and effective as possible.

In May of 2007, the ARD was privileged to have been able to once again host a Coordinators Conference. Coordinators attending the conference were provided with a survey at the end of the meeting. The remaining coordinators received, and were asked to return, their survey via mail. This year's survey addressed the receipt of review findings, timeliness of receiving review findings and available review days, completing reviews timely, and responsiveness of the reviewers and the ARD state office. This report summarizes results from the 2007 survey and compares them to results from prior surveys.

The ARD staff cannot fulfill their mission without the help and support of the Administrative Review Coordinators statewide. In the State Fiscal Year (SFY) 2007, the coordinators scheduled 11,586 Administrative Reviews (8,881 Child Welfare and 532 DYC Reviews and 2,173 In-Home Service Reviews; refer to Appendix B for a complete list of the number of reviews held per county/region). We want to thank the coordinators for all their hard work and support throughout the year.

## **Methodology**

The ARD surveyed the Administrative Review Coordinators in all 64 counties and 4 DYC Offices. Four county coordinators represented two counties each. Hence, a total of 64 surveys were distributed to the four DYC coordinators and 60 county coordinators representing 64 counties. The survey was presented to the coordinator at the Coordinator's Conference, mailed to them if they did not attend the conference and e-mailed to them again if a response was not received by August 10, 2007. The survey (shown in Appendix A) consisted of seven questions that were quantitative as well as qualitative. The results of previous years' surveys are reported for comparison and to provide baseline data information.

## **Sample**

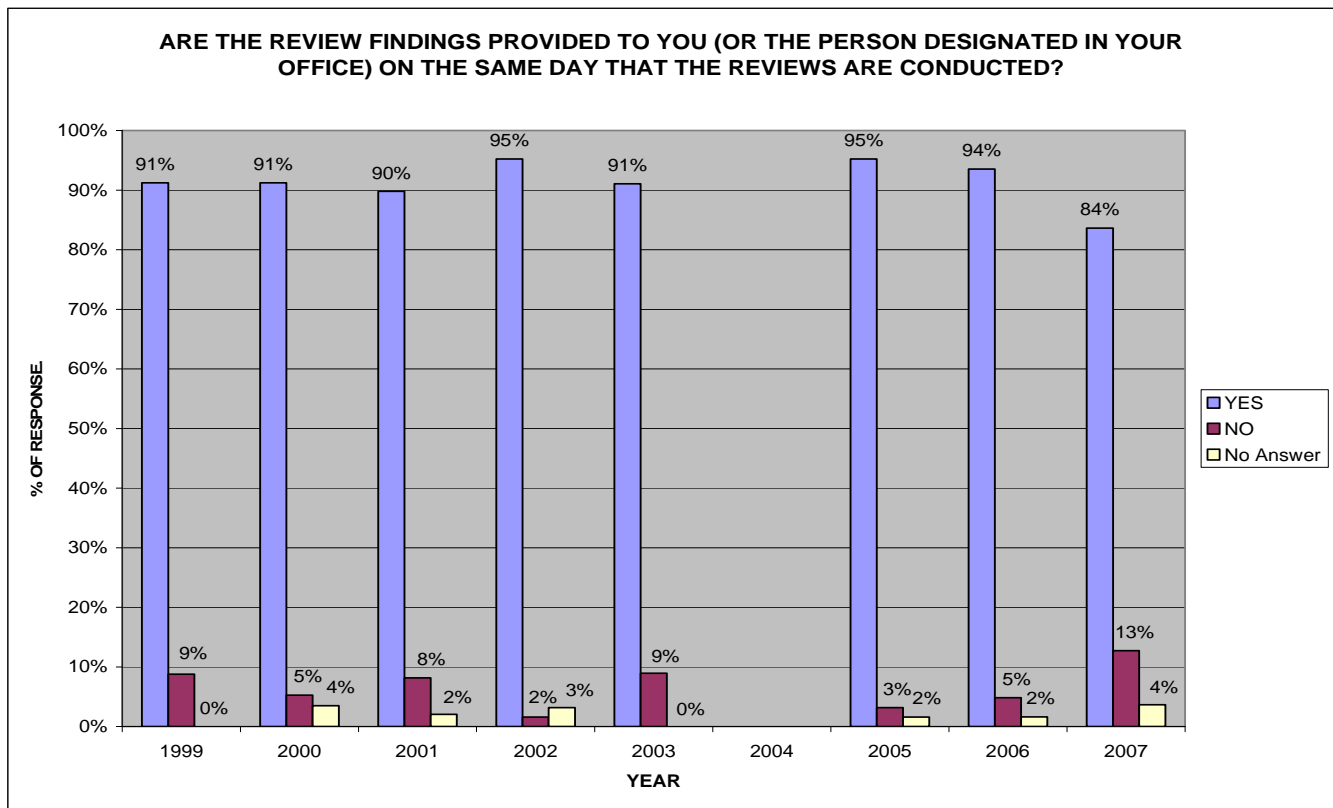
Of the 64 surveys distributed, 57 were completed and returned. Respondents included two of the four DYC regional coordinators and 55 county coordinators representing 59 counties. The counties whose coordinators did not return completed surveys were Archuleta, Crowley, Gilpin, Lake, and Morgan, as well

as the Central and Northeast Regions of DYC. It should be noted that Archuleta, Crowley, and DYC Northeast Region returned their surveys after the cutoff date and, as such, their responses are not included in this report. This year's return rate of 89.1% was lower than the previous total of 95.3% in 2006, but remains two percentage points higher than the previous highest return rate of 87% in 2003.

### Survey Results

The following section displays the results for all of the questions asked on the survey. Percentages were rounded off to whole numbers and in the comment section; the term "reviewer" was substituted for specific reviewer names.

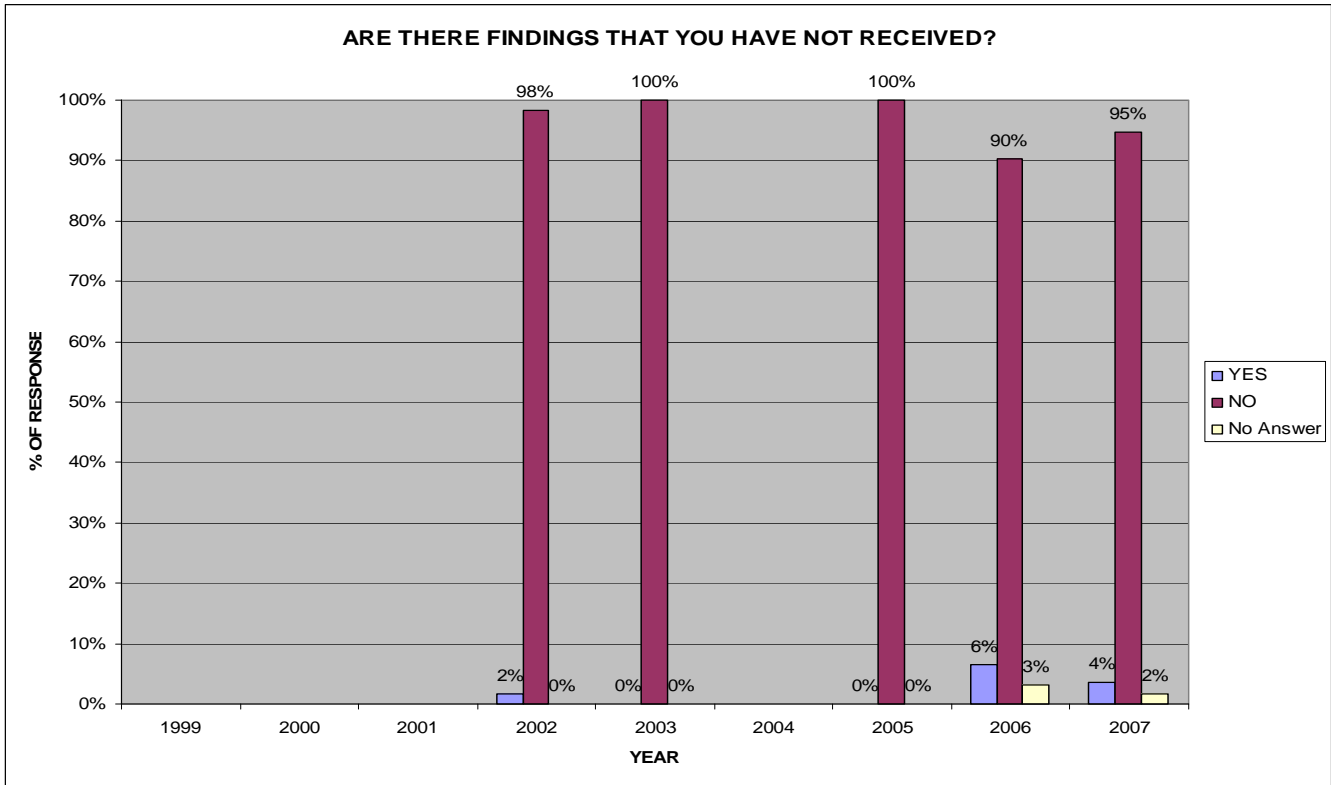
#### Question 1: Are the review findings provided to you (or the person designated in your office) on the same day that the reviews are conducted?



This year, only 84% of the respondents reported that review findings were provided on the same day the review was conducted. Of the seven coordinators (13%) who responded "no," three coordinators indicated that the findings were provided by the end of the reviews in those counties, and three reported that the findings are provided directly to the caseworker supervisors, so the timeframe in which they are received is unknown. The one remaining "no" response did not include a corresponding comment. Two counties did not answer the question, but commented "Sometimes, since not all the reviewers are scheduled in the same location and need to be sent to me by mail", and "Most of the time".

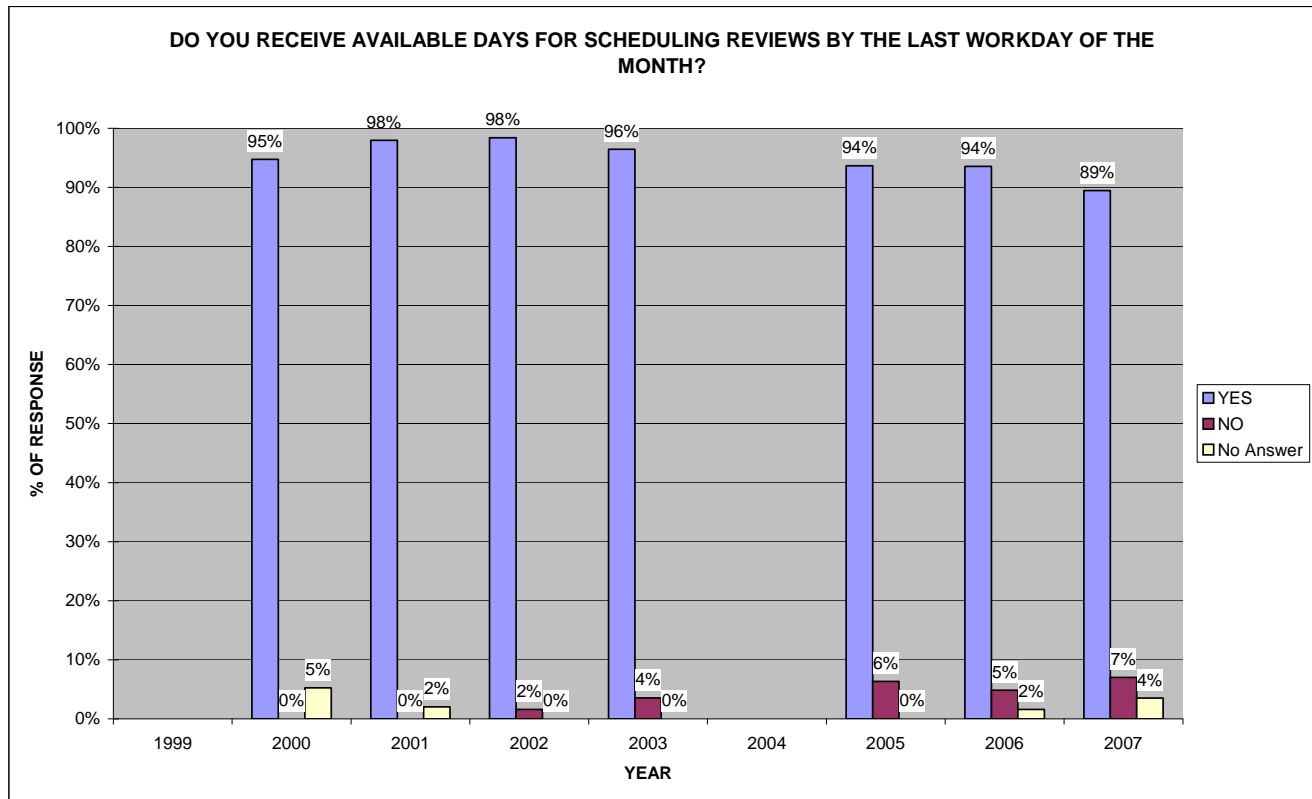
Compared to the 2006 survey results, this year's results for Item One exhibited a 10% decrease in the percentage of surveyed respondents that received review findings on the same day the review was conducted. This score is down from last year's high score of 94%, and is 11% down from the highest scoring years, 2002 and 2005. This question yielded the survey's most significant results and will become the focus of efforts for improvement in the coming year.

**Question 2: Are there findings that you have not received?**



Since 2002, survey respondents were asked if there were ARD compliance findings they had not yet received. In 2006, fifty-six (90%) respondents indicated that they received findings for their agency within the surveyed time period. As this reflected a 10% decline from 2005 (which was at 100%), this was made a major focus for the ARD. Over the course of the past year this item experienced a 5% increase, with the total percent of respondents indicating that they received findings moving up to 95% (54) on the 2007 survey. The increase in satisfaction in this area seems to indicate that ARD’s efforts have been appropriately focused.

**Question 3: Do you receive available days for scheduling reviews by the last workday of the month?**



ARD policy requires that reviewers provide their review schedule to coordinators at least 30 days before the first day of the month being scheduled. Fifty-one (89%) of this year’s respondents said that they were receiving available days for scheduling reviews by the last workday of the prior month and four (7%) said they did not. Two respondents (4%) failed to reply. The ARD saw the positive response to this question decrease 5% over last year’s responses.

Of the four coordinators who answered “no” to this question, four provided these comments:

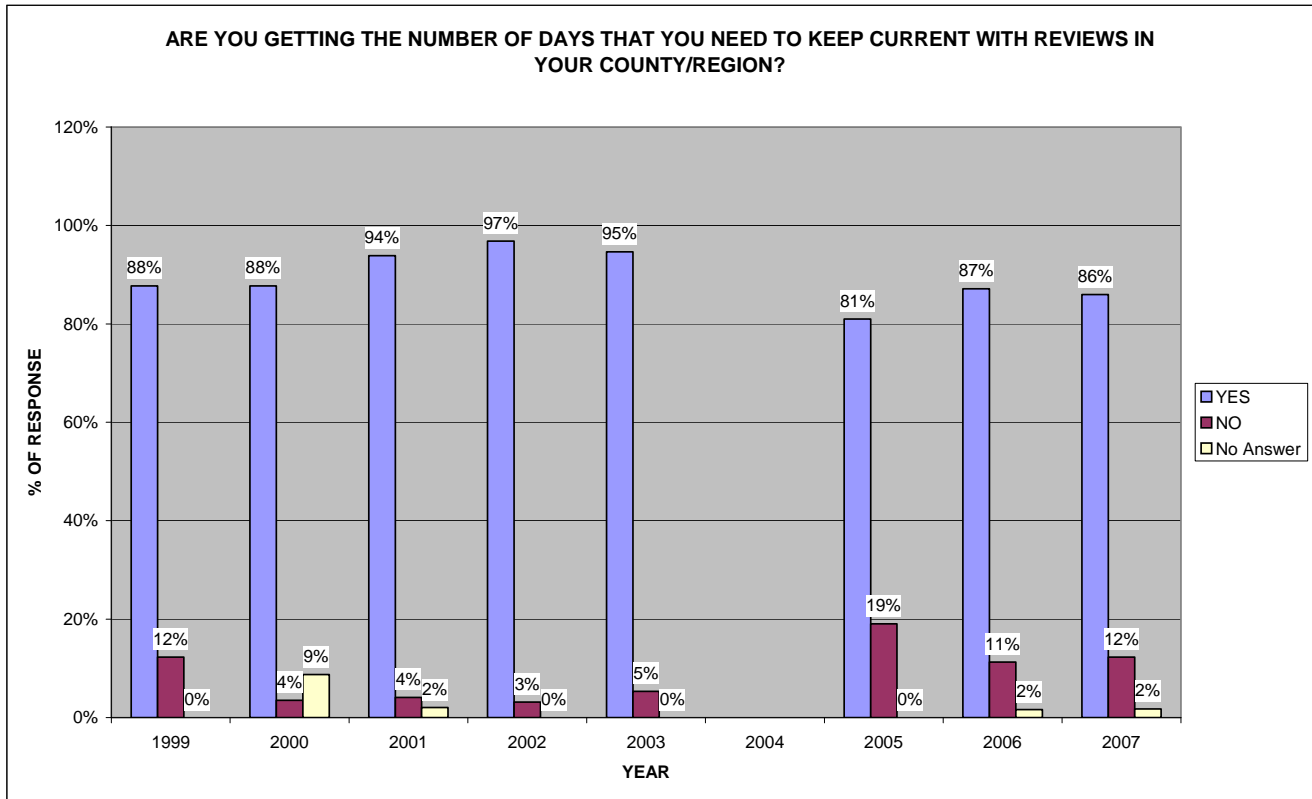
- *Usually a week before the end of the month.*
- *We don’t schedule but every six months.*
- *Lack of reviewers for three months, getting used to new reviewer’s style and procedures..*

One coordinator did not provide supporting comments for their “no” answer.

It should be noted that one of the three comments listed above indicate that “Yes” may have been a more appropriate response, as it indicates that they receive available days well before the deadline (i.e., the comment indicates that review days are received a week before the end of the month, when the requirement is the last day of the month). Considering this, actual performance on this item would be 91% “Yes” and 5% “No”. Another comment indicates that at least one county experienced some stress related to ARD’s loss of staff. Possibly contributing to the comment regarding not having enough reviewers for three months is that ARD is continuing to operate with fewer staff (related to State-mandated budget cuts in 2004), and has had to change scheduling protocol to minimize travel time and maximize review time. For smaller counties this has meant fewer review days as the ARD waits until several cases require reviews instead of traveling for a full day to review one or two cases. There has also been some staff turnover within the last fiscal year, requiring hiring time and increased training time. ARD also piloted a new out-of-home review

instrument this year, and the pilot period for the instrument necessitated a reduced review schedule for all reviewers for a short period of time.

**Question 4: Are you getting the number of days that you need to keep current with reviews in your county/region?**



Eighty-six percent of respondents said that they were getting the number of days needed to remain current – a one point decrease over last year’s responses. This indicates that the ARD is maintaining the gains from 2006, after a fourteen-point decrease from 2003 to 2005. Of the seven (12%) coordinators who answered “No”, the following comments were indicated:

- “100+.”
- “3-5 per month.”
- “We have a lot.”
- “Approximately 15.”
- “Need about 3-4 days additional.”
- “Only about 4 days now.”
- “Five pages.”

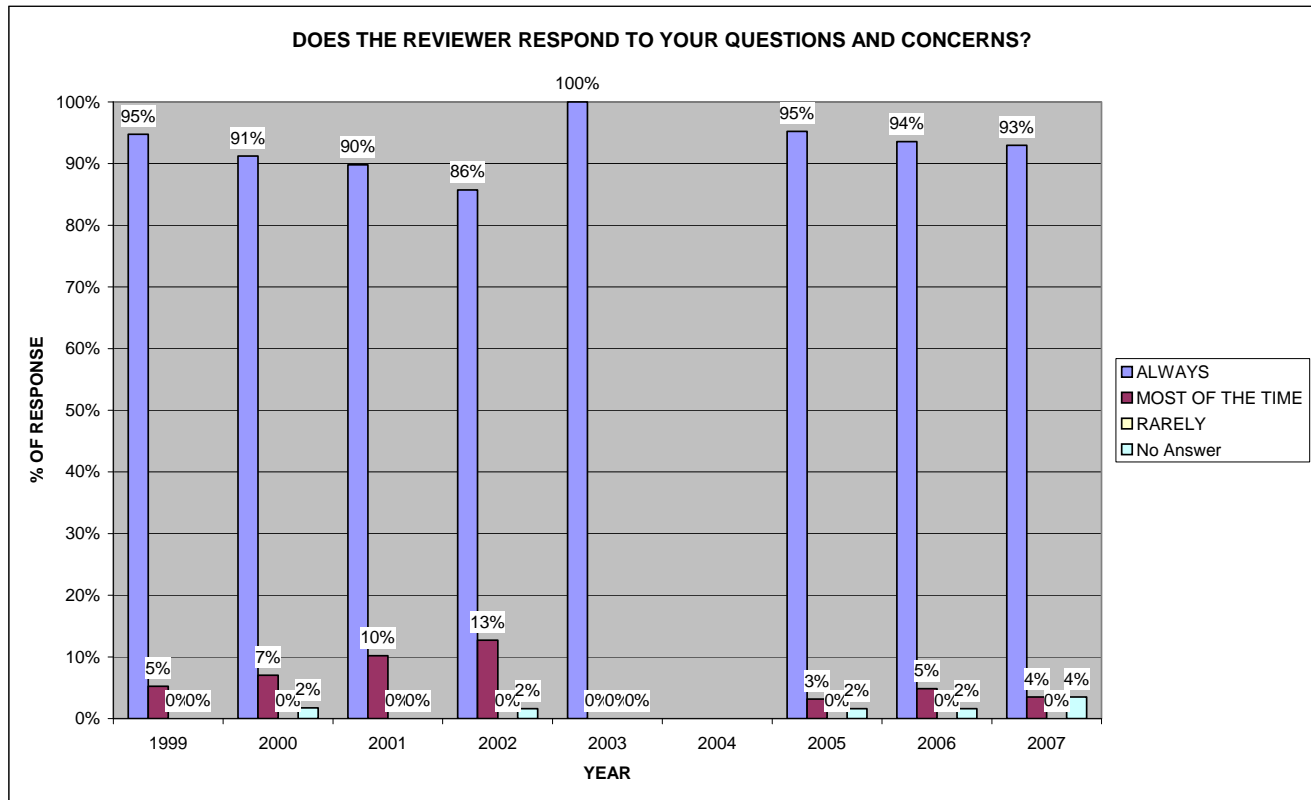
Coordinators reported a backlog of reviews varying from anywhere from 3 cases to over 200 children. One county indicated they were receiving enough days to stay current, yet they have 9 to 10 pages of overdue reviews, which is approximately 380 children.

Moreover, one coordinator who answered ‘Yes’ to this question stated that the contact reviewer always works hard to provide as many days as possible.



The 2005 results showed the lowest performance on this item since the survey began in 1999, and a drastic decline in performance since SFY 2004, when 11 ARD positions were abolished. This decline was most likely a direct impact of the continuation of reduced staff. The ARD remains committed to implementing various strategies on how best to absorb the additional workload created by the staffing cuts. The continued positive results from 2006-2007 indicates positive results from the effort on improving this critical area of the ARD's performance.

**Question 5: Does the reviewer respond to your questions and concerns?**



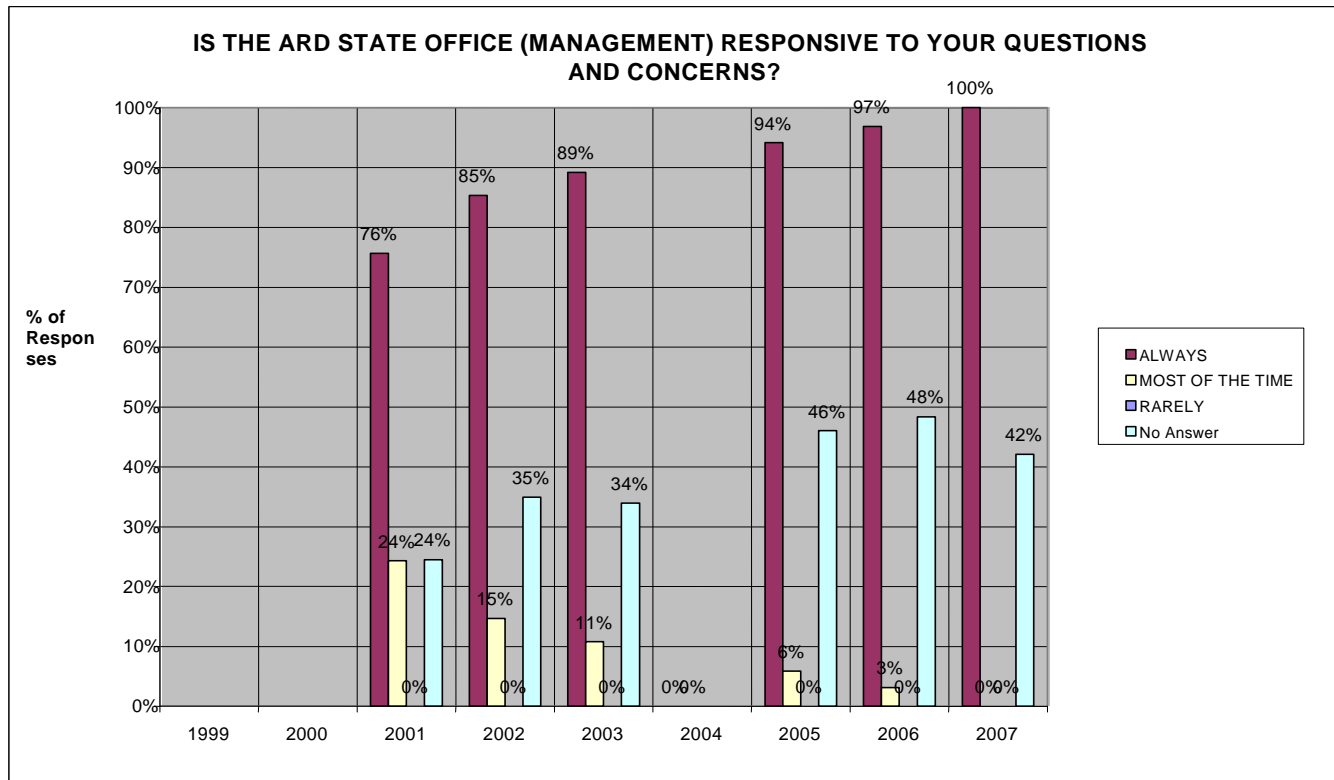
The survey asked respondents to report whether the reviewer *always*, *most of the time*, or *rarely* (in surveys from 1999 to 2001, the last category was “never”) responded to their questions and concerns. This year, 93% of respondents said the reviewer *always* responded to their questions or concerns. While this is still a seven-point decrease since 2003, it still indicates that the ARD is performing well in this performance area. Only, two of the respondents (4%) reported that the reviewer responded to their questions or concerns *most of the time* and two (4%) respondents did not answer. No one reported that his or her questions or concerns were responded to *rarely*.

Comments provided by some of these respondents are as follows:

- *We very much appreciate our reviewer's input and assistance re: cases and ideas.*
- *Responds to questions in a very timely manner.*
- *Great team.*
- *Reviewer has been very nice to work with!*
- *Reviewer and reviewer have always responded to questions during reviews immediately, and during the month we receive e-mail responses generally within 24 hours.*
- *Reviewer is very good about our questions and issues we need answers for.*
- *Only been through one month of reviews with reviewer was very helpful.*

- Reviewer is wonderful!! Reviewer provides resources, contact people, etc.
- Even when reviewer doesn't know the answer on the spot, reviewer usually gets back to us before reviewer leaves the county.
- If reviewer does not have the answer, reviewer contacts someone who does.

**Question 6: Is the ARD state office (management) responsive to your questions and concerns?**



Question six asked coordinators about their perceptions about the ARD’s state office management staff and their responsiveness to county needs and concerns. In 2001, this question yielded only a 76% performance in the ‘Always’ category and at that time prompted concern about the way ARD state office management was responding to the county offices. Upon receiving those results, the management team at the ARD made their responsiveness to county issues a priority in their annual strategic planning process and have continued to stress responsiveness as a main concern and management skill to which all manager’s are held accountable. The ARD is pleased with the continued steady progress made in this area and will continue to prioritize management responsiveness to county needs as a basic requirement of their management skill set.

Thirty coordinators (42%) indicated that they had not called the ARD’s main office and, therefore, did not answer the question. Of the 33 coordinators who did answer the question, 33 (100%) said that the ARD’s main office was **always** responsive to their concerns. Performance on this item showed a three-percentage point improvement over last year, and this year’s rating was the highest performance in the six years that this question has been asked.

One respondent who selected **always** had a comment, which is as follows:

- Rarely contacted, but always responsive.

Several respondents who did not answer this question commented as follows:

- *ARD rep always responsive—never need to call the office.*
- *Prior reviewers and new reviewer have always been available and responsive and timely, so no need to contact the state.*
- *Have had no need to do so as the reviewer always responds.*
- *I just started this position. The person I replaced had good things to say about the state office. No complaints.*

**Question 7: What suggestions do you have that could make the review scheduling process easier and more efficient?**

Twenty-six (45%) of the coordinators responded to this question. Sixteen other coordinators wrote ‘None’ or otherwise indicated that they had no suggestions to make the scheduling process easier and more efficient. Twenty two other respondents provided no response.

Several comments indicated that there were no problems or that the process was running smoothly. Sample comments include:

- *I feel that the process goes smoothly.*
- *The new DYC-specific manual is an awesome addition!*
- *None-everything is good.*
- *It works well for us. No concerns.*
- *I think the invitation in Trails is great.*
- *Love the conferences each year, the ARD staff does a wonderful job when organizing this event. We always look forward to it!.*

In addition, several coordinators had specific comments about individual reviewers:

- *Things go well—our reviewer is Great!*
- *Reviewer and I are working well together.*
- *No suggestions. Reviewer is very organized, helpful and gives me invaluable suggestions. Knows the job!*
- *I think Reviewer and I have a very good system and cannot think of anything that would make it any better.*
- *Reviewer County will miss reviewer - reviewer has become our friend!*
- *Reviewer is our new reviewer. A pleasure to work with!*

Finally, several coordinators took the opportunity to offer suggestions to improve the process:

- *Let’s wait and see what happens in August when the new way rolls out!*
- *On my review list, siblings are not always grouped together. This becomes a problem, but always brought to my attention by the caseworker.*
- *More time blocks, two months in advance. Avoid too many changes in the schedule—county too large, case manager’s schedules get booked too quick, hard to make changes at the last minute.*
- *Instead of monthly due dates, break it down to bi-monthly possibly.*
- *Have a training at least yearly for updates or for being new to the job.*

Comments regarding suggestions for new processes are as follows:

- *Not at this time re: concerns, would like to know if caseworkers can receive training on the new instrument by our county’s reviewer?*
- *What is the process for making corrections once the reviewer has left? I.E. can’t find physical in file when reviewer is here, but find it right after he/she leaves?*
- *Training client managers and supervisors on removals!*
- *Include or invite coordinators to some of the ARD monthly staff meetings to keep current with latest information.*
- *Just regarding overdue reviews because I don’t like to be behind - but it will be harder on reviewers than me.*

## Conclusions

The survey has had consistently high response rates, ranging from 88% to 95.3%, over the last seven years it was conducted. This year's response rate was 94.1%, a slight decrease from last year.

Regarding individual items, the proportions of coordinators responding positively increased over prior years for two of the six performance-related items. These items involved whether there were review findings not received and also the responsiveness of the ARD state office to coordinators' questions/concerns.

Of the three items that showed declines, the ten-point decrease for question one, addressing whether there were review findings that were not received by the end of the working day, was the most dramatic. The focus for improvement this coming year will be on the timely provision of findings back to the counties. The first step will be to identify the specific problems for the 9 "No" responses and then to repair those problems within the findings process. Our goal is to have findings to the counties/regions in a timely manner in all cases.

The survey also indicated a decline in the area of days being provided by the last workday of the month. Since the review process depends upon timely scheduling and notification of participants, any decline in this area is not acceptable. Late provision of days makes the job of the coordinators more difficult and must therefore be corrected. ARD will evaluate this issue and take steps to assure that counties/regions have adequate lead time to schedule and send invitations without placing a strain upon the participants.

The survey also indicated slight declines of 1% each in two additional areas. The first being the counties being given enough days to keep current (Question 4). The second area in which we witnessed a slight drop was with the question "Does the reviewer respond to your questions and concerns?" (Question five). Both are critical areas and both will remain the focus of continuing efforts toward improvement in the coming year.

Overall, the 2007 survey results are consistent with previous years and indicate that most coordinators are satisfied with the scheduling process and the reviewers. ARD greatly appreciates the coordinator's continuing efforts to make the review process efficient and effective, and welcomes suggestions for improvement throughout the year.

## **Appendix A**

### **Coordinator's Survey – 2007**

# STATE OF COLORADO



Colorado Department of Human Services

people who help people

OFFICE OF PERFORMANCE IMPROVEMENT  
Sheila Aderman, Manager

## ADMINISTRATIVE REVIEW DIVISION

1575 Sherman Street  
Denver, Colorado 80203-1714  
Phone 303-866-5800  
FAX 303-866-5801  
[www.cdhs.state.co.us](http://www.cdhs.state.co.us)

Gayle Ziska Stack  
Director



Bill Owens  
Governor

Marva Livingston Hammons  
Executive Director

May 18, 2007

«First\_Name» «Last\_Name»  
«County» «DSS»  
«Address»  
«City\_State» «Zip»

The Administrative Review Division (ARD) is again asking you to assist us in improving our processes. Please answer the following questions based on your experiences as the Administrative Review Coordinator **during this past year**. Return your answers to us in the enclosed envelope.

1. Are the review findings provided to you (*or the person designated in your office*) on the same day that the reviews are conducted?

Yes

No-

If No, are the findings provided by the Friday of that same week?

Yes

No

2. Are there findings that you have not received?

Yes

No

3. Do you receive available days for scheduling reviews by the last workday of the month?

Yes

No-

If No, please comment:

---

(Continued)

4. Are you getting the number of days that you need to keep current with reviews in your county/region?

- Yes
- No-

If No, please estimate the backlog of overdue reviews: \_\_\_\_\_

Please comment: \_\_\_\_\_

5. Does the reviewer respond to your questions and concerns? (Please circle the answer that best represents your view)

- Always
- Most of the time
- Rarely

Please comment: \_\_\_\_\_

6. Is the ARD state office (management) responsive to your questions and concerns?

- Always
- Most of the Time
- Rarely
- NA- Have not attempted to contact the state office.

Please comment: \_\_\_\_\_

7. What suggestions do you have that could make the review scheduling process easier and more efficient?

---

---

8. Do you have other comments or concerns that you would like to address with one of the ARD management staff?

---

---

\_\_\_\_\_  
Name                                      County/Region                                      Telephone Number                                      Email Address

Thank you for your time and effort. If you have questions, please call the ARD office at 303-866-7160. If you have other comments or concerns please forward them to us, as we continually strive to improve our customer service.

Sincerely,

Gayle Ziska Stack  
Division Director

## Appendix B

### Number of Reviews Held Per County in SFY 2007

Ten Large Counties		Middle Sized Counties		Balance of State		DYC Regions	
<i>County</i>	<i># Reviews</i>	<i>County</i>	<i># Reviews</i>	<i>County</i>	<i># Reviews</i>	<i>County</i>	<i># Reviews</i>
Adams	847	Alamosa	69	Archuleta	14	Central	249
Arapahoe	927	Broomfield	54	Baca	7	Northeast	112
Boulder	295	Chaffee	36	Bent	27	Southern	91
Denver	1774	Conejos	10	Cheyenne	3	Western	80
El Paso	809	Delta	83	Clear Creek	24		
Jefferson	723	Douglas	62	Costilla	3		
Larimer	357	Eagle	12	Crowley	12		
Mesa	368	Fremont	184	Custer	0		
Pueblo	562	Garfield	73	Dolores	4		
Weld	595	Huerfano	30	Elbert	46		
		La Plata	44	Gilpin	4		
		Las Animas	42	Grand	30		
		Logan	78	Gunnison	9		
		Moffat	49	Hinsdale	1		
		Montezuma	50	Kiowa	1		
		Montrose	64	Kit Carson	18		
		Morgan	106	Lake	30		
		Otero	70	Lincoln	44		
		Prowers	42	Park	4		
		Rio Grande	29	Phillips	0		
		Saguache	4	Pitkin	1		
		Teller	38	Rio Blanco	20		
				Routt	3		
				San Miguel	2		
				Summit	7		
				Washington	24		
				Yuma	50		