



Administrative Review Division

2010 Coordinator Survey Report

The Administrative Review Division (ARD) distributed its 10th annual Coordinator Satisfaction Survey in October 2010. The intent of the survey is to collect valuable feedback from Administrative Review Coordinators regarding the strengths and weaknesses of the ARD's processes for scheduling reviews and the delivery of narrative findings. The ARD is committed to streamlining the review system in order to ensure it is as efficient and effective as possible.

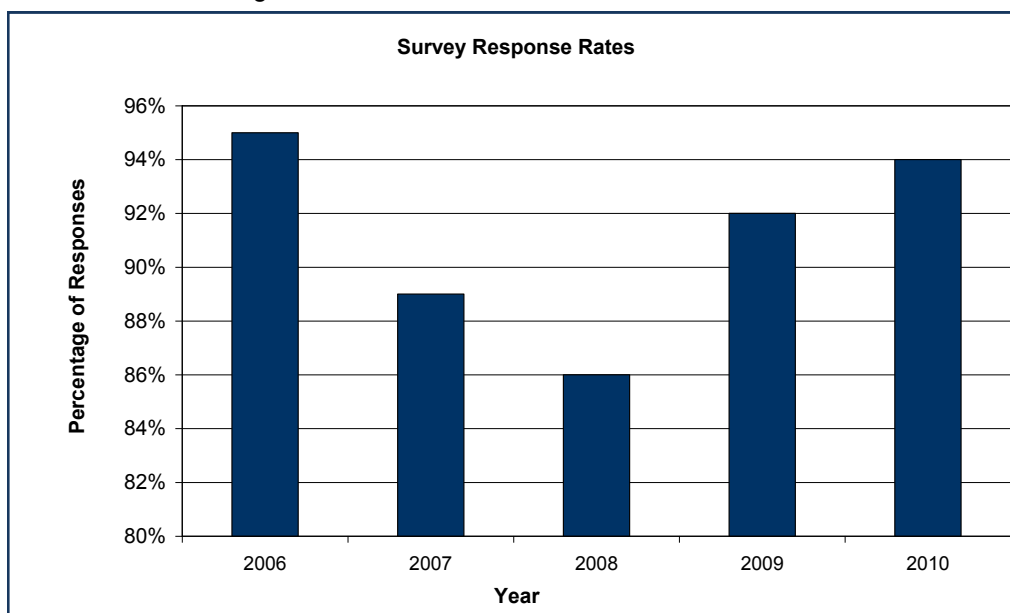
As in prior years, the survey was distributed to Administrative Review Coordinators representing each of Colorado's 64 counties and each of the four Division of Youth Corrections (DYC) regions. However, this was the first year in which the ARD distributed invitations to complete the survey via email, with a link to an electronic version of the survey on the web. This method has allowed the ARD to create an environmentally-friendly system for survey distribution and responses, data analysis and reporting.

Overview

This year's report provides survey results from the past five years for the purposes of comparison and to provide baseline data information. In all sections containing narrative comments, "X" and "X County" have replaced actual county names, and "Reviewer" or "The Reviewer" have replaced actual reviewer names.

Although all 64 counties were surveyed, six coordinators represented two counties each.* Thus, a total of 62 surveys were distributed; 58 surveys were sent to county coordinators and four were sent to DYC coordinators. The surveys were emailed to all coordinators in October 2010 and consisted of eight questions comprising a combination of quantitative and qualitative items. This was the first year in which each respondent answered every question, leaving none blank. The first six questions also gave respondents the opportunity to expand on any "no" responses given.

Of the 62 surveys distributed, 58 surveys were returned. This included surveys from four DYC regions and 54 county coordinators representing 60 counties. The counties whose coordinators did not return completed surveys were Bent, Chafee, Eagle and Sedgwick counties. The survey response rate for this year was 94%, which is an increase of 4% over last year's return rate and 13% higher than the return rate in 2008.



*Grouped as follows: Gunnison/Hinsdale, Grand/Jackson, Kit Carson/Cheyenne, La Plata/San Juan, Montezuma/Dolores and Rio Grande/Mineral.

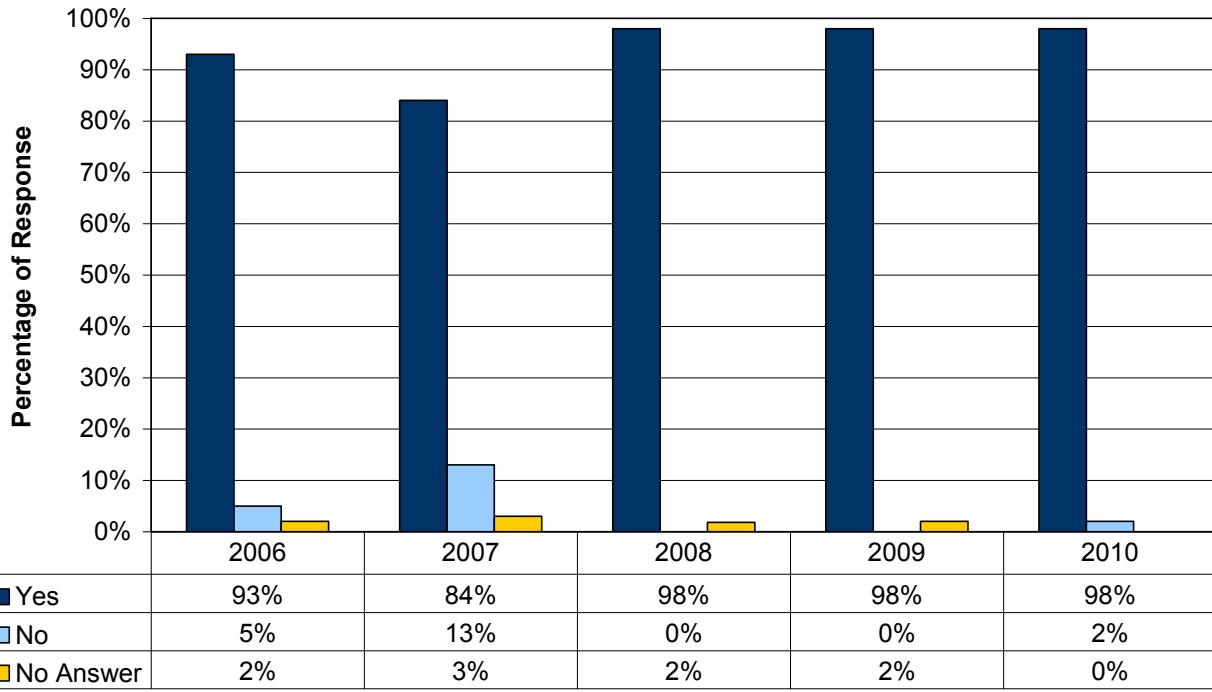


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Survey Results

1. Are the review findings provided to you (or the person designated in your office) timely, per your county agreement?



Year

This is the second year this question has been phrased in this manner. Previously, coordinators were asked whether they received review findings on the day of the review; comments indicated that for counties with satellite offices and for DYC regional offices, findings were often left with designated staff members who then distributed them to coordinators, and that some findings were mailed to coordinators. Accordingly, this question was rephrased to better encompass the various distribution methods for review findings.

As in the two most recent years, 98% (57) of respondents indicated that review findings were provided timely per their county or region agreement. One DYC coordinator (2%) responded that findings were not received timely. As a follow up to this question, coordinators who indicated a “no” response were asked whether findings were received by the Friday of the same week the review occurred; the DYC coordinator indicated that she was not receiving findings within that specified timeframe. No comments were provided for this question.

This year’s score of 98% compliance indicates the ARD is upholding its agreements with counties to provide timely review findings. ARD staff have followed up with the DYC region coordinator who indicated she was not receiving findings as agreed. ARD and region processes were reviewed at that time as well.

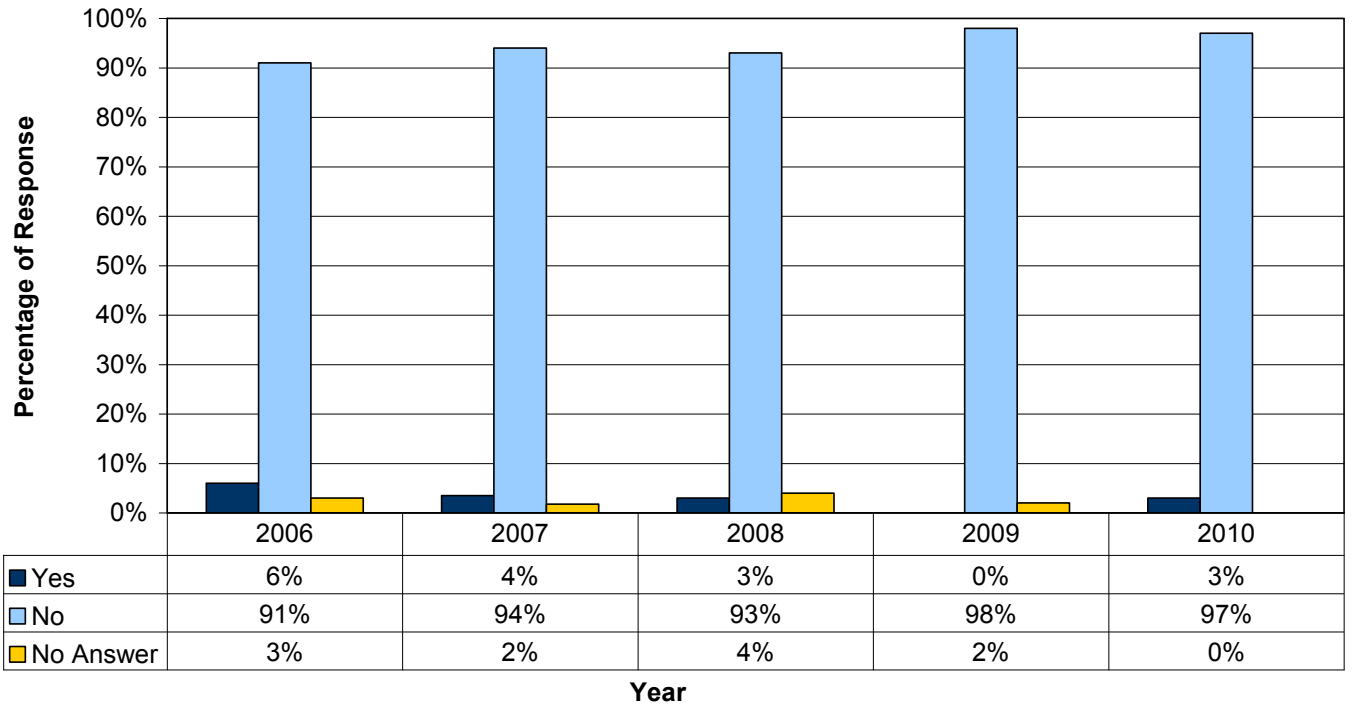


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Survey Results (continued)

2. Are there findings that you have not received?



This question inquired as to whether there were any review findings not yet received by coordinators. This year, 97% (56) of respondents indicated they had no missing findings. However, 3% (2) indicated they had not yet received all findings due. No comments were provided for this question.

Subsequent follow up with the coordinators who indicated findings were not received suggested that there were delays in findings being received from satellite offices.

The compliance score of 97% is a decrease of 1% from the score of 98% in 2009. However, the ARD is committed to maintaining high standards of performance and will ensure that every effort is made to deliver all review findings to the designated staff person in each county and region.

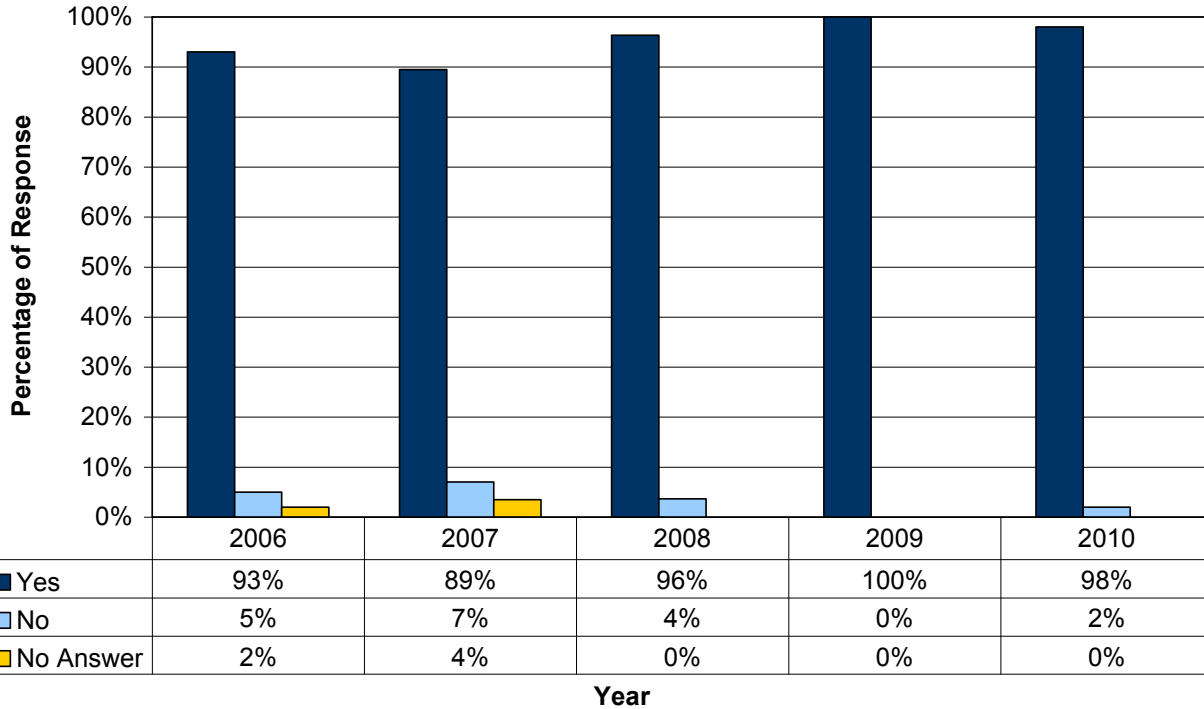


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Survey Results (continued)

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



Question three examined whether coordinators were receiving days available for scheduling reviews by the last workday of each month. ARD policy requires that reviewers provide their available review days to county and region coordinators at least 30 days prior to the month being scheduled. For example, reviewers must provide coordinators with their available review days for the month of August 2011 by June 30, 2011. This allows coordinators to schedule reviews and send out invitations in a timely manner.

This year, 98% (57) of respondents indicated that review days were provided in a timely manner. One coordinator (2%) indicated that she did not receive review days by the last workday of the month, but provided the following comment:

◇ “Due to reviewer on vacation, review days were not provided on time for one month only.”

Although performance has decreased by 2% over last year’s rate of 100% for this question, the response comment offers a reasonable explanation for the decrease, and also indicates that performance was up to standard during the survey year, with the exception of one month in one county.

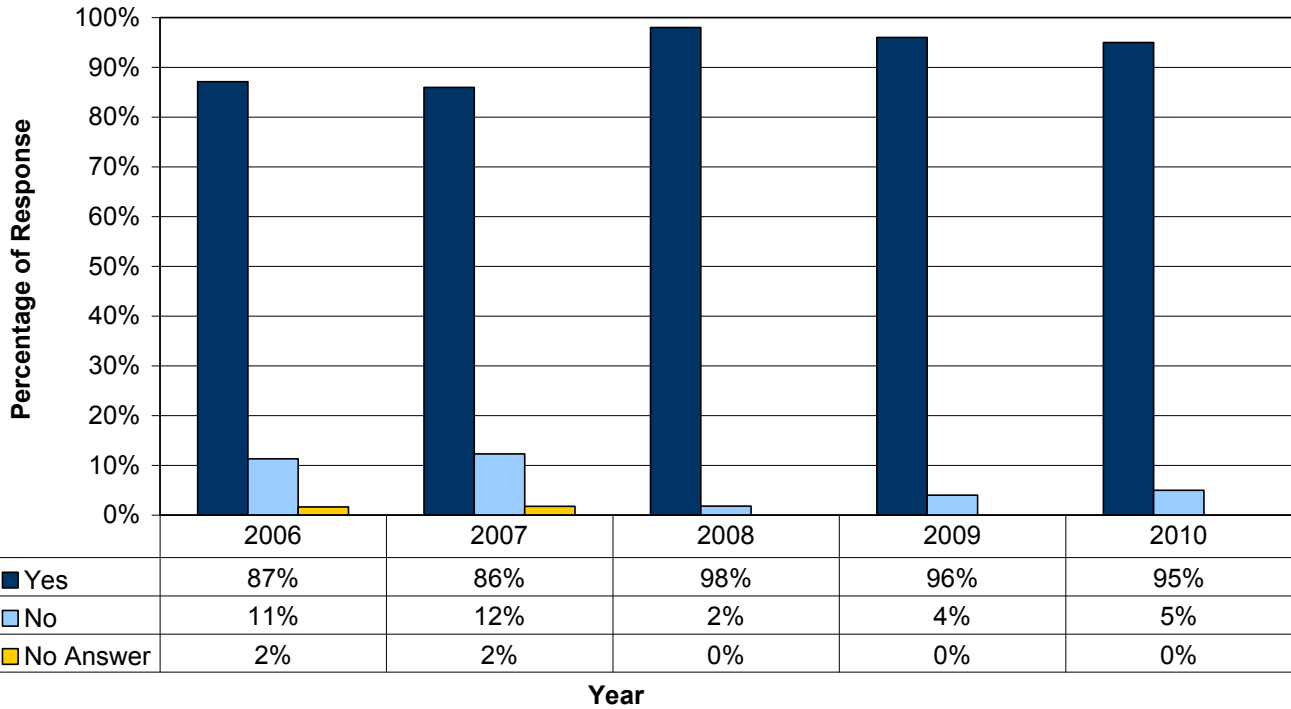


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Survey Results (continued)

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



This question inquired as to whether coordinators were receiving the number of days needed to remain current with reviews within their county or region. This year, 95% (55) of respondents indicated that they were receiving enough days to cover all of their review needs, while 5% (3) of respondents indicated they were not.

Two of the three coordinators who indicated a “no” response were DYC coordinators. One possible reason for the need for additional DYC review days is that this year, a large DYC facility was added into the review schedule as a IV-E eligible placement. This created the need for additional review days to accommodate regular administrative reviews as well as permanency hearings with Administrative Law Judges. Since that time, additional review slots have been added, and additional reviewers have been assigned to conduct DYC reviews.

As a follow up to this question, coordinators who indicated a “no” response were asked to estimate the number of reviews currently overdue in their county or region. The comments were as follows:

- ◇ “We have a lot of youth needing to be reviewed and not enough days to cover. We have a large region. It is not anyone’s fault. We do the best we can.”
- ◇ “Approximately 5 at this time.”
- ◇ “Around 20...this is typical during this time of year.”

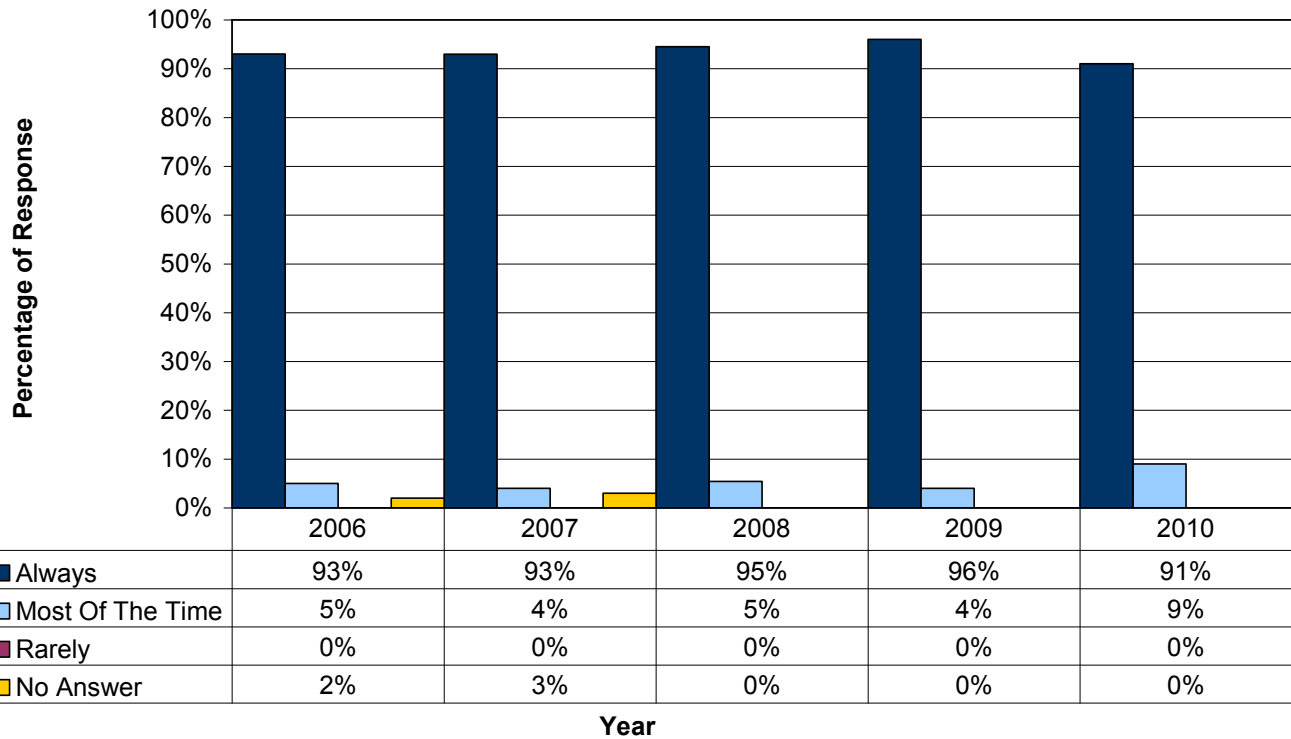


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Survey Results (continued)

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



This item requested that coordinators choose the response option that best represented their view of the responsiveness of the reviewer to their questions and concerns. This year, 91% (53) of respondents indicated that the reviewer was “always” responsive, and 9% (5) of respondents felt the reviewer was responsive “most of the time.” No respondents indicated the reviewer “rarely” responded to their questions and concerns. The score of 91% in the “always” category represents a decrease of 5% from last year’s score of 96%, while “most of the time” responses were up 5% over last year. Comments provided by coordinators indicate positive relationships between county and ARD staff.

Comments offered by recipients included:

- ◇ “The reviewers at [X] county will go out of their way to make sure all of our questions or concerns are answered by the end of business that day.”
- ◇ “My reviewer always makes himself available when he comes down and is always open to answering any questions he can.”
- ◇ “[The reviewer] has been great to work with and has given us some extra time out of her day to help us learn what new items are being required.”
- ◇ “The reviewers go above and beyond addressing questions and concerns.”
- ◇ “[The reviewer] is very good about taking as much time as necessary to answer all questions. If he is not sure about a question he will e-mail his supervisor for information.”
- ◇ “She always takes time to provide any information that we request or address concerns.”

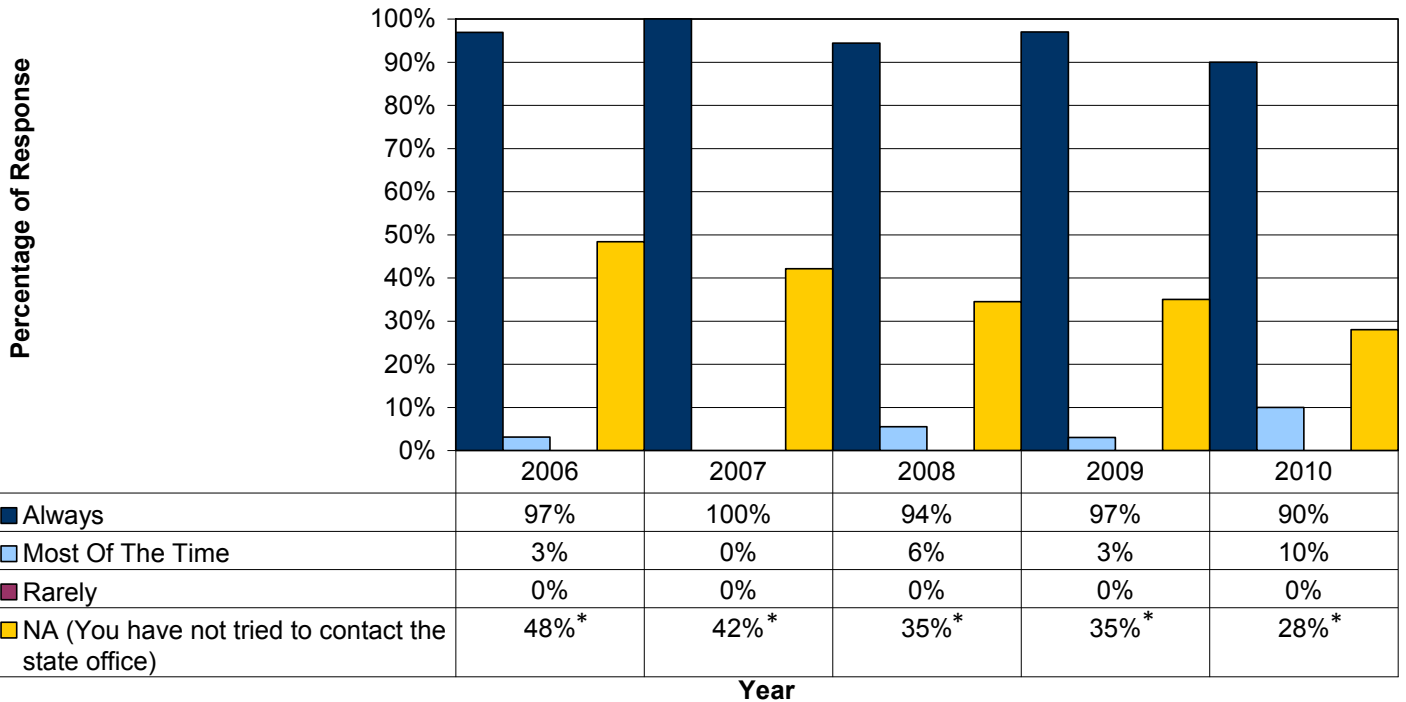


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2010 Coordinator Survey Report

Survey Results (continued)

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



*This indicates the percentage of respondents who have not attempted to contact the State office. They are included for comparison purposes, thereby creating a total greater than 100%.

Item six inquired as to whether coordinators found ARD management staff to be responsive to their questions and concerns. This year, 28% (16) of respondents indicated that they had not attempted to contact management staff. Of the 42 coordinators who had attempted to contact office staff, 90% (38) indicated ARD managers were “always” responsive and 10% (4) indicated managers were responsive “most of the time.” No respondents indicated managers were “rarely” responsive to their questions and concerns. Scores for this year indicate a 7% decrease in “always” responses and a 7% increase in “most of the time” responses. While these scores indicate that ARD management staff are responsive to questions and concerns from county and region staff, the ARD is analyzing the reasons for the fluctuation in performance this year, as the comments provided by survey respondents do not indicate negative feedback. The ARD strives for consistent improvement and makes communication with its stakeholders a priority.

Comments provided by coordinators for this item included:

- ◇ “I don’t usually have things that go to this level of attention, but when I have they have been nothing but attentive and timely.”
- ◇ “The state office is very responsive to questions and concerns.”
- ◇ “We rely on ARD staff and find them to be consistently helpful in finding answers to our questions or in helping us to resolve problems.”
- ◇ “[X] County’s relationship with the ARD Office has always been one of mutuality. ARD staff provide the necessary oversight and program assistance to this county in a professional and human manner.”



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Narrative Comments

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

Item seven invited coordinators to recommend improvements to the review scheduling process to enhance its ease and efficiency. 25 coordinators (43%) answered this question, with 10 of those respondents indicating that they had no suggestions to improve the process. 33 coordinators (57%) did not provide a response. However, several coordinators commented that the scheduling process was working well, as indicated in the first set of comments below.

- ◇ “[X County] DHS has not had any issues to report.”
- ◇ “We do not have any issues or concerns. Dates are given to us with plenty of notice.”
- ◇ “It's fine for [X] County.”
- ◇ “It's working fine for [X].”
- ◇ “No suggestions at this time. Things are going well in this area.”
- ◇ “No suggestions. I love the scheduling in Trails. It has greatly cut down the time of sending out notices.”
- ◇ “I feel [the Reviewer] gives me time to check on schedules/days and times of possible review dates and I then get back with him. This process works well for both of us. Trails has become a very easy process for inviting people to the reviews. I have no complaints about either process.”
- ◇ “[The Reviewer] seems to make every effort to assist with scheduling.”

Additionally, several coordinators offered suggestions for improvement of the system:

- ◇ “Due to the ICM data base, we only use trails for data entry purposes.”
- ◇ “We have run into problems with relationships not pulling correctly in Trails. I check relationships to verify they are accurate, then when adding invites to reviews, the relationships are not pulling correctly. This does cause problems for the reviewer.”
- ◇ “Add mandatory parole date on Trails report.”
- ◇ “Trails has dual entries for some addresses to populate in the invite area such as schools, this is not time efficient to enter again in collateral.”
- ◇ “What is the best way to utilize Trails on invites when there is a restraining order on one parent? To keep them separate from the child.”
- ◇ “Have all changes communicated in writing or followed up in writing if verbal.”
- ◇ “If an error is made on the part of the coordinator, such as a date error or a time error, it seems to take an act of congress to get that changed or deleted in Trails. It would be nice if the ARD Coordinator could be given some access in Trails to be able to change a simple mistake.”
- ◇ “I do not understand the need for caseworkers to send a letter to themselves inviting them to the review. We have been "dinged" in every instance because the caseworker did not invite herself.”
- ◇ “It's just too bad we can't print the envelopes from Trails. Oh, well; can't have it all!!!”
- ◇ “If a review must be cancelled we do not have the ability to cancel in Trails. It appears only ARD staff have access to this function, which should be assigned to the County Department as well, since reviewers do not always cancel the review in trails timely.”
- ◇ “I personally think its [redundant] to have to invite the caseworkers.”
- ◇ “It would be nice if all address listed in clients and collaterals would feed to the ARD invitations. There is sometimes a trick to getting the addresses to show in the invitation portion of Trails.”



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Narrative Comments, continued

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

Item eight offered the opportunity for coordinators to state any additional concerns or comments they would like to share with the management team. 21 coordinators (36%) responded to this question, eight of whom indicated they had no additional comments and/or concerns. 37 coordinators (64%) did not respond to this question.

- ◇ "It is wonderful working with the entire ARD staff."
- ◇ "Reviewer should be more flexible in resolving findings around items which the caseworker may disagree with."
- ◇ "It would be helpful if reviewers could give a tentative schedule at the beginning of the calendar year for scheduling days. We have a shortage of conference rooms in one of our offices and advance planning could help."
- ◇ "None at this time. I know if I need to call, someone will assist me—that's the important thing."
- ◇ "I understand that reviews are based on the Removal Date. However, there are some months when we have 8-10 kiddos in a month and then other months when we have 1-2. Is there any way we could even this out and still remain in compliance?"
- ◇ "They are great to work with and helpful."
- ◇ "We have appreciated the positive relationship we have both with our reviewer and with the state management. [The Reviewer] is always willing to work with us regarding scheduling, and she is very prompt in seeking answers to our questions if she doesn't have the answer at the time we ask."
- ◇ "There have been some disagreements on certain protocols, which I was taught and to which my supervisors concur. I suppose one of these days I will ask for guidance on these but will stick with the protocols for the time being."
- ◇ "[The Reviewer] is a very fair reviewer. She is thorough in her reviews and we appreciate all the feedback that she provides."
- ◇ "[The Reviewer] is great!!"
- ◇ "No concerns as the process both before the review and the review all go very smoothly."
- ◇ "Our state ARD staff do an incredible job for our county and I appreciate working with them."
- ◇ "The [sic] continues to be a lack of consistency among reviewers, and speaking with supervisors from other counties, this is noted across the board and concerning. As a member of the task force that revised the out of home instrument, I'd like to think that I understand what was supposed to be noted and what was acceptable/unacceptable. However in talking with other supervisors, I find that some review notes certainly are inexplicable based on my understanding. I believe this is especially true in the area of treatment planning. The need for a review to look at quality as opposed to simply compliance is important, in my opinion. However, with the differences I'm hearing about, perhaps the 'quality' issues need to be recorded separately from the compliance issues."

* NOTE: ARD managers have followed up with the author of this comment to discuss these concerns.



Administrative Review Division

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Administrative Review Division Staff

Administrative Reviewers conduct reviews in each of Colorado's 64 counties and four NYC regions.

Kristy Bennett, Reviewer

Adams, Boulder, Broomfield, Denver, Gilpin

Eric Hoskins, Reviewer

Arapahoe, Denver

Tara Saya, Reviewer

Clear Creek, Denver, Jefferson, Lake, Lincoln, Summit

Janet Black, Reviewer

Arapahoe, Denver, Douglas, Elbert

Leslie Mascarenas, Reviewer

Denver, Grand/Jackson, NYC Central

Jonathan Scharf, Reviewer

Delta, Mesa, Moffatt, Montrose, Ouray, Rio Blanco, Routt, San Miguel, NYC West

Marina Blake, Reviewer

Arapahoe, Denver, El Paso

Lynette Overmeyer, Reviewer

Boulder, Larimer, Logan, Mesa, Phillips, Sedgwick, NYC Northeast

Tracy Streit, Reviewer

Adams, Denver, El Paso, Washington

Sara Blumberg, Reviewer

Denver, El Paso, Jefferson, NYC Central

Don Pacheco, Reviewer

Alamosa, Archuleta, Chaffee, Conejos, Costillo, Fremont, La Plata/San Juan, Montezuma/Dolores, Pueblo, Rio Grande/Mineral, Saguache

Tamara Tacha, Reviewer

Larimer, Weld, Yuma, NYC Northeast

Allison Churchill, Reviewer

Adams, Baca, Cheyenne, El Paso, Kiowa, Kit Carson, Pitkin, Prowers, NYC South

Roy Reed, Reviewer

Arapahoe, Denver

Marcia Tuggle, Reviewer

Bent, Crowley, Custer, Gunnison/Hinsdale, Huerfano, Las Animas, Otero, Pueblo, Teller

Clint Edgar, Reviewer

Adams, Morgan, Lincoln, Weld

Dave Tyner, Reviewer

Eagle, El Paso, Garfield, Jefferson, Park

Marc J. Mackert, Director

Mary Bush and Susan Nichols, Managers

Caire Krol and Jim Martinez, In-Home Review Coordinators

Kati Makelky and Tia Whitaker, Quality Assurance Analysts

Nadine Magruder, Office Manager



Administrative Review Division

4045 S. Lowell Blvd.
Denver, Colorado 80236
303.866.7160

<http://www.colorado.gov/cdhs/ard>



Colorado Department of Human Services
people who help people

The Administrative Review Division's mission is to promote safety, permanency and well-being for Colorado's Children.