

Administrative Review Division



SFY 2012 Services Satisfaction Report

The Administrative Review Division (ARD) continuously seeks to improve its services and processes through feedback from its stakeholders. The Coordinator Survey and the Client Satisfaction Survey are the primary data collection avenues through which the ARD solicits the valuable information and opinions used to shape its processes and service delivery. During SFY 2012, the ARD implemented new processes for the distribution of both the Coordinator and Client Satisfaction Surveys. This year, the ARD received surveys from more counties than ever before and is pleased to be able to include participants from each area of the State of Colorado.

SFY 2012 Coordinator Survey

The ARD distributed its 11th annual Coordinator Satisfaction Survey in August 2011. This survey is intended to collect feedback from Administrative Review Coordinators regarding the strengths and weaknesses of the ARD's processes for scheduling reviews and delivering of narrative findings. Feedback received through this survey allows the ARD to examine its review scheduling and narrative finding reporting systems in order to ensure they are as efficient and effective as possible. This year marked the second in which the ARD distributed invitations to complete the survey via email with an embedded hyperlink to complete the survey on the web. This environmentally-friendly system for survey distribution and reporting has been well-received.

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. Although all 64 counties were surveyed, six coordinators represented two counties each: Gunnison/Hinsdale, Grand/Jackson, Kit Carson/Cheyenne, La Plata/San Juan, Montezuma/Dolores, and Rio Grand/Mineral. A total of 62 surveys were distributed, with 58 surveys sent to county coordinators and four sent to DYC coordinators. The surveys were emailed to all coordinators in August 2011 and requested that their responses reflect their experiences as coordinators during the period between September 2010 through August 2011. Coordinators with limited or restricted internet access were emailed an electronic version of the survey upon request.

Of the 62 surveys distributed, 54 surveys were returned. This included surveys from each of the four DYC regions and 50 county coordinators representing 55 counties. The survey response rate for this year was 88%, which represents a decrease of 6% from 2010 returns. Despite numerous attempts, surveys were not received from Archuleta, Chafee, El Paso, Kiowa, Mineral/Rio Grande, Pitkin, Prowers and San Miguel counties.

This year's survey contained seven of the eight questions from last year. The question related to findings not yet received by the county was omitted. As demonstrated in past years, the majority of county coordinators report receipt of all their review findings and if there is a delay, it is attributed to processes internal to the county. Charts A and B (located on page 2) illustrate the results of this year's survey responses for questions one through five. The ARD demonstrated stability in providing review findings in a timely manner, and has experienced growth in provision of timely reviewer schedules, review days and reviewer responsiveness. A slight decrease in performance is noted in the area of management responsiveness; however, the decrease is only seen in the "Always" category, as the "Most of the Time" category actually reflects slight growth.



Chart A

Coordinator Survey Totals

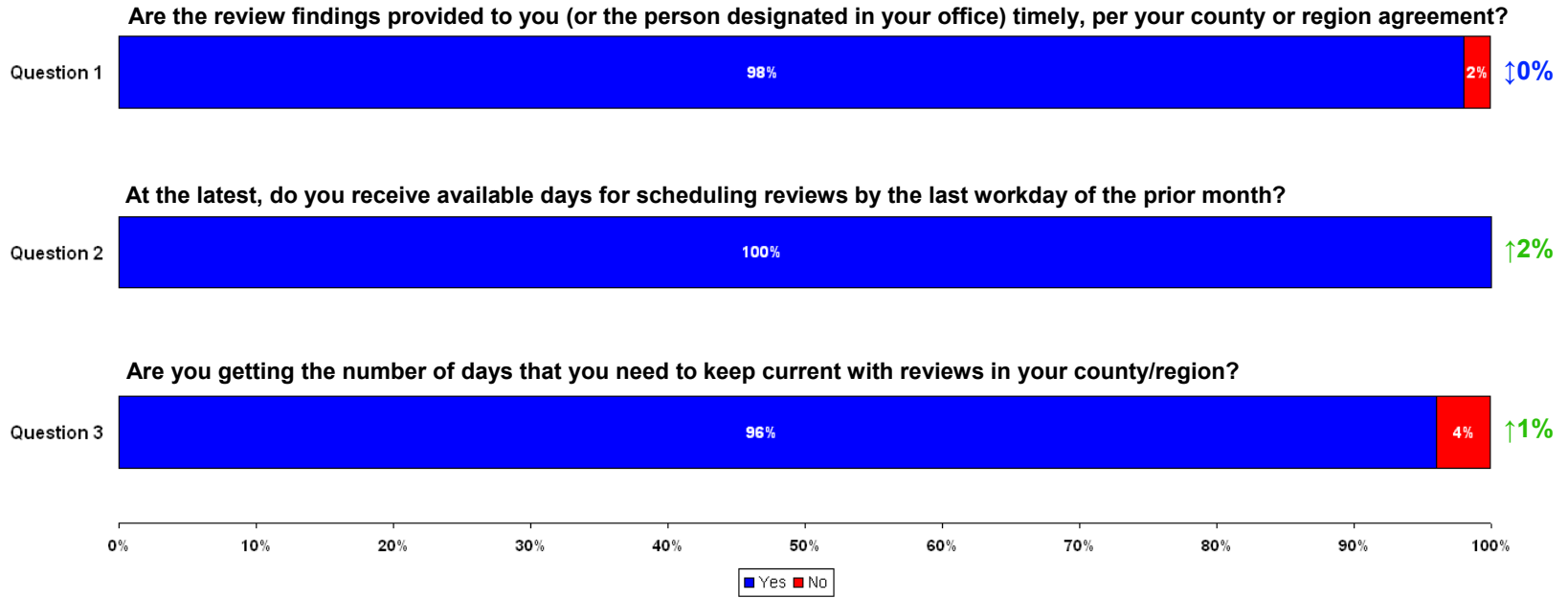
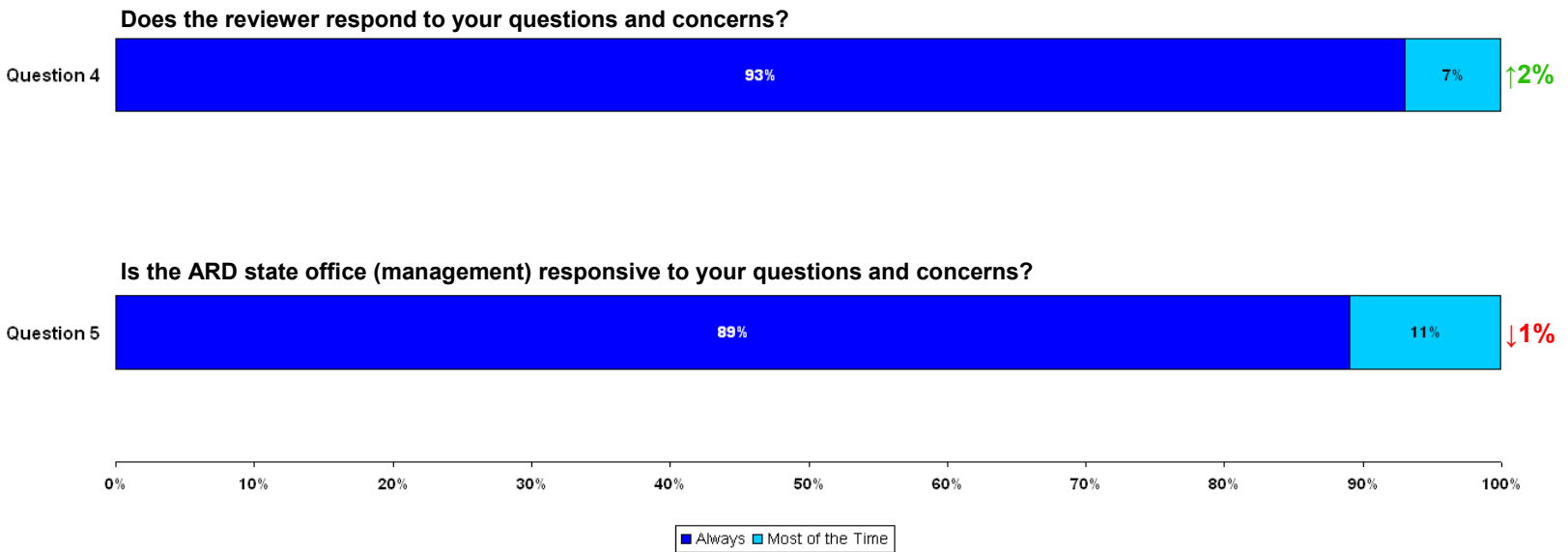


Chart B



Comments provided for questions one through four support the findings of overall improvement in the streamlining of processes as well as service delivery for coordinators. Each comment listed below is taken directly from individual surveys submitted by the coordinators. Actual client, reviewer, county and region names have been omitted to protect the confidentiality of all parties:

- *“Our reviewer has a great wealth of knowledge. If she does not know the answer, she usually contacts others, then follows up with our county.”*
- *“We have always had a good experience with reviewers being willing to answer questions or provide training when needed.”*
- *“There has never been a time that anyone from the ARD staff has not gone above and beyond to assist with anything needed!”*
- *“I have always felt I have had a good relationship with ARD over the years and in the different counties I have worked.”*
- *“The ARD state office has always been efficient and timely when assisting [X] County.”*

Question six of the survey requested that coordinators provide suggestions for improvement of the ARD’s scheduling process, including Trails. Comments provided include:

- *“The Trails piece of scheduling is so much easier than it used to be when we did the letters by hand. I can't think of any changes I would make except easier access to the client demo window from the ARD screen for addresses.”*
- *“None. This is one aspect of Trails that runs smoothly and is very easy.”*
- *“It would be helpful if in Trails the Coordinator could cancel and reschedule a review without bothering the Reviewer. Not cases that are being cancelled due to closure but those that are in need of rescheduling due to conflict, etc.”*
- *“I never had problems with Trails. I think the scheduling process goes smoothly when you have good communication with coworkers.”*
- *“I find the scheduling process to be very convenient.”*
- *“Everything is going great. I would not change a thing.”*
- *“Generally I find the ARD staff easy to work with. I know that they, like our county, deal with fiscal issues all the time and they try to maximize their resources. We just need to continue to work collaboratively to make the process achieve the desired outcome for both entities.”*



The seventh question in this year's survey asked whether coordinators had any additional comments or concerns they would like to share with management staff:

- *“Our reviewer is great and we always appreciate her expertise and objective opinion when she is here. She is very patient with our millions of questions and is helpful to us outside of the times she is in our office doing review. We have no complaints!”*
- *“I am very pleased working with our state reviewer. He is very pleasant, professional and courteous.”*
- *“...We have found ARD staff to be supportive and constructive in the feedback they provide. We especially appreciate the staff's respect.”*

SFY 2012 Client Satisfaction Survey

The intent of the ARD's Client Satisfaction Survey is to determine whether the ARD is meeting federal goals and that reviews continue to be valuable to review participants. In SFY 2012, the ARD improved the 14th annual Client Satisfaction Survey distribution plan to include a longer period of time for data collection. Results from previous survey cycles indicated that some counties had not submitted survey responses in several years. Previously, this survey was distributed through out-of-home reviews during a two-month period each year, resulting in fewer opportunities to capture valuable feedback from counties not requiring out-of-home reviews during those two months. Small and middle-sized counties typically have fewer children in out-of-home care, thereby reducing their need for those types of reviews.

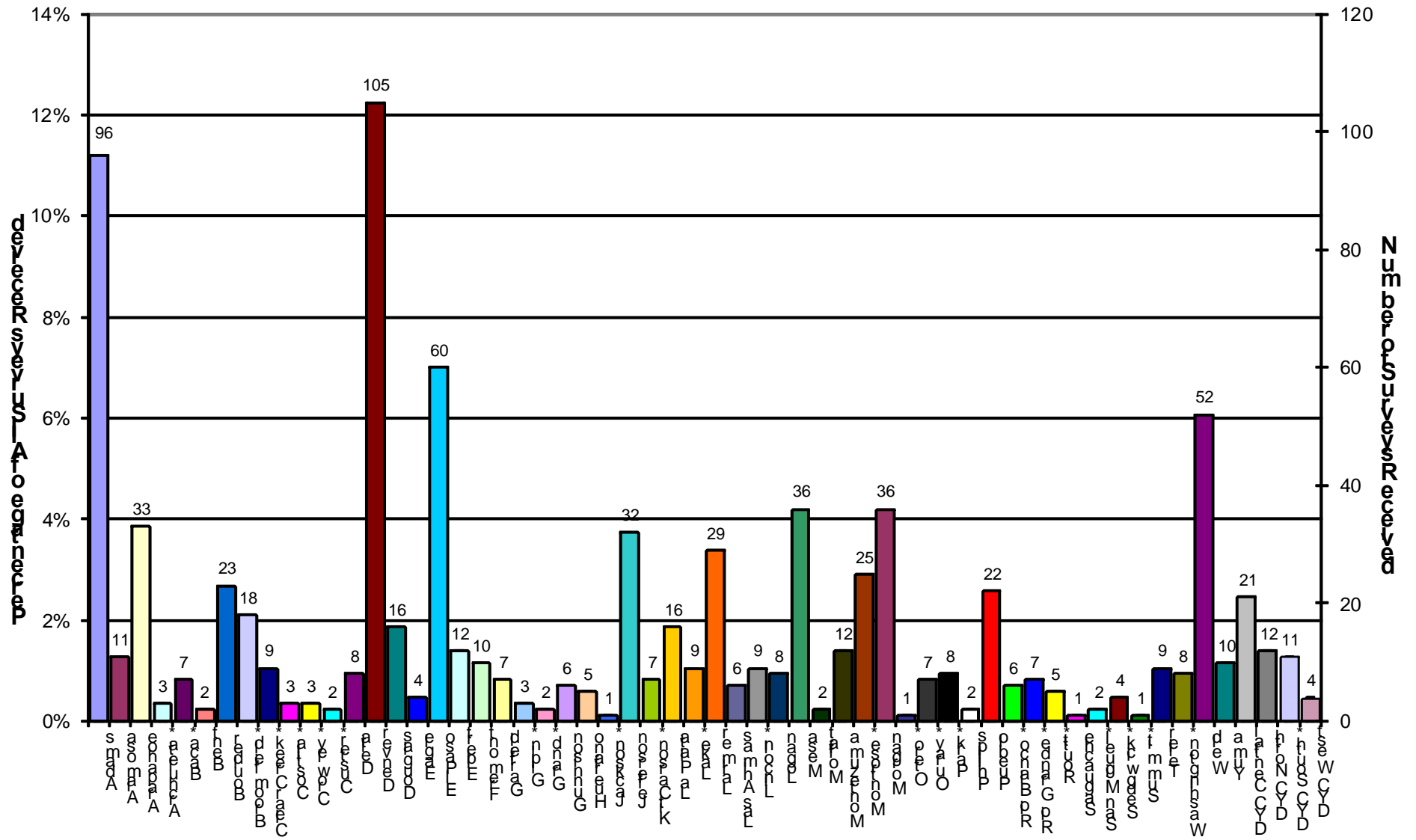
The small and middle-sized counties were surveyed from August 1, 2011 through December 31, 2011, while the ten largest counties were surveyed from January 1, 2012 through February 29, 2012. Reviewers scheduled in small and middle-sized counties from August through December 2011 were given 20 surveys per month for distribution, and all reviewers were given another 40 surveys in January and February 2012 for distribution in the ten largest counties and all four DYC regions (20 surveys per month per reviewer). The surveys were distributed in both English and Spanish to a variety of stakeholders, including Caseworkers and Client Managers, Parents, Children/Youth, Relatives, Foster Parents, Guardians ad Litem, and several Providers (Kinship Care, TRCCF, Day Treatment, etc.).

A total of 1,120 surveys were distributed and 869 were collected for a return rate of 78%. This return rate is 3% higher than that of last year, and is 10% higher than that of 2009. Surveys were received from 54 counties and each of the four DYC regions. In previous years, surveys were collected from approximately 30 counties and three DYC regions. Chart C (located on page 5) illustrates the wide array of counties and regions whose feedback was received this year.



Chart C

County and Region Survey Responses [▲]



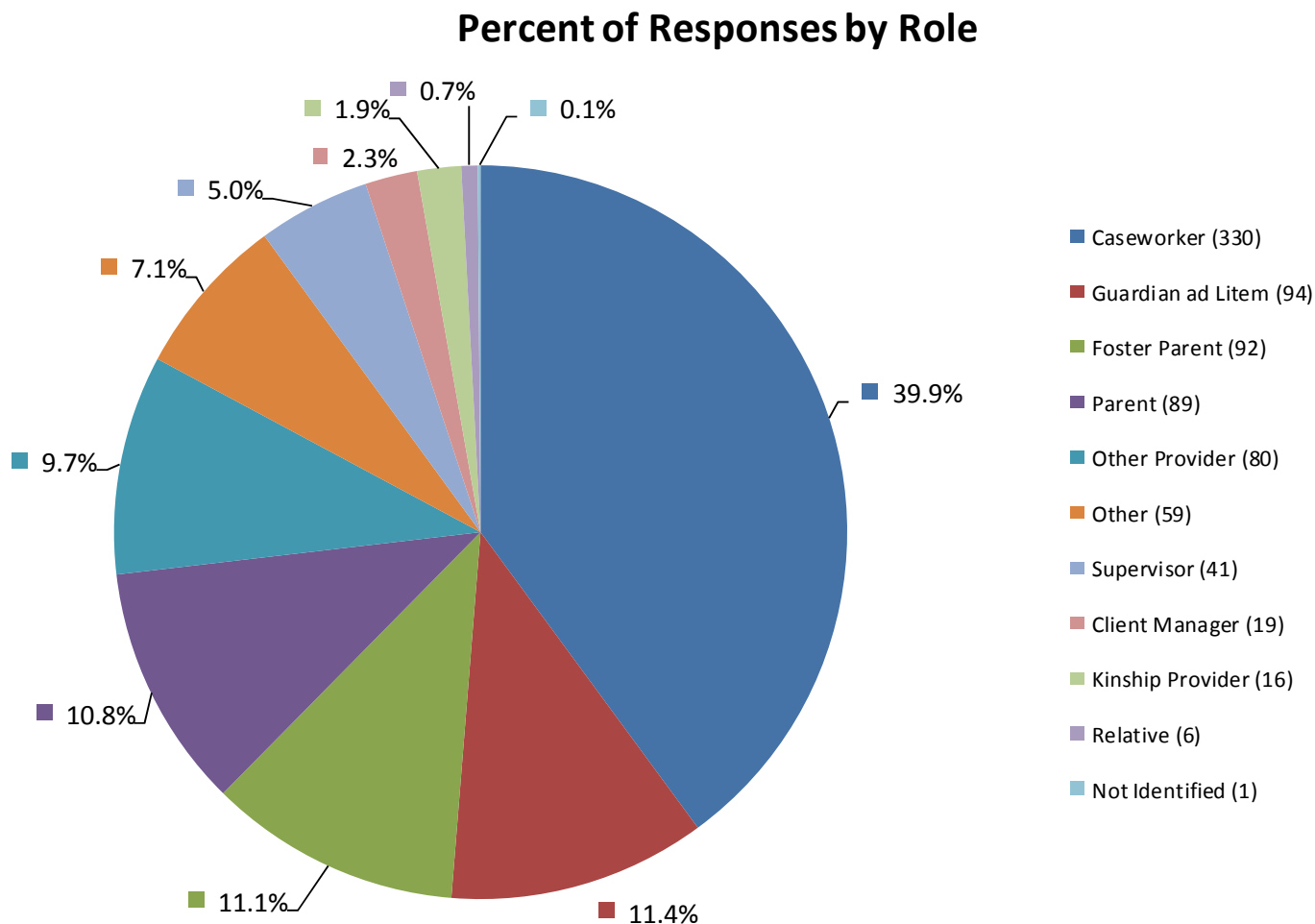
* Indicates counties & regions who participated this year but not in SFY 2011

▲ Counties with zero percent participation are not listed in this chart



As in previous years, the vast majority of survey respondents were caseworkers. This is primarily due to the requirement that caseworkers must be present during scheduled reviews of the cases to which they are assigned. This year, caseworkers represented approximately 39.9% of all survey participants, with Guardians ad Litem (GALs) following as the second highest response group. GALs represented approximately 10.8% of all respondents this year, which is nearly 4% higher than in previous years. Chart D (below) shows each participant category and their overall representation in this year's survey responses.

Chart D



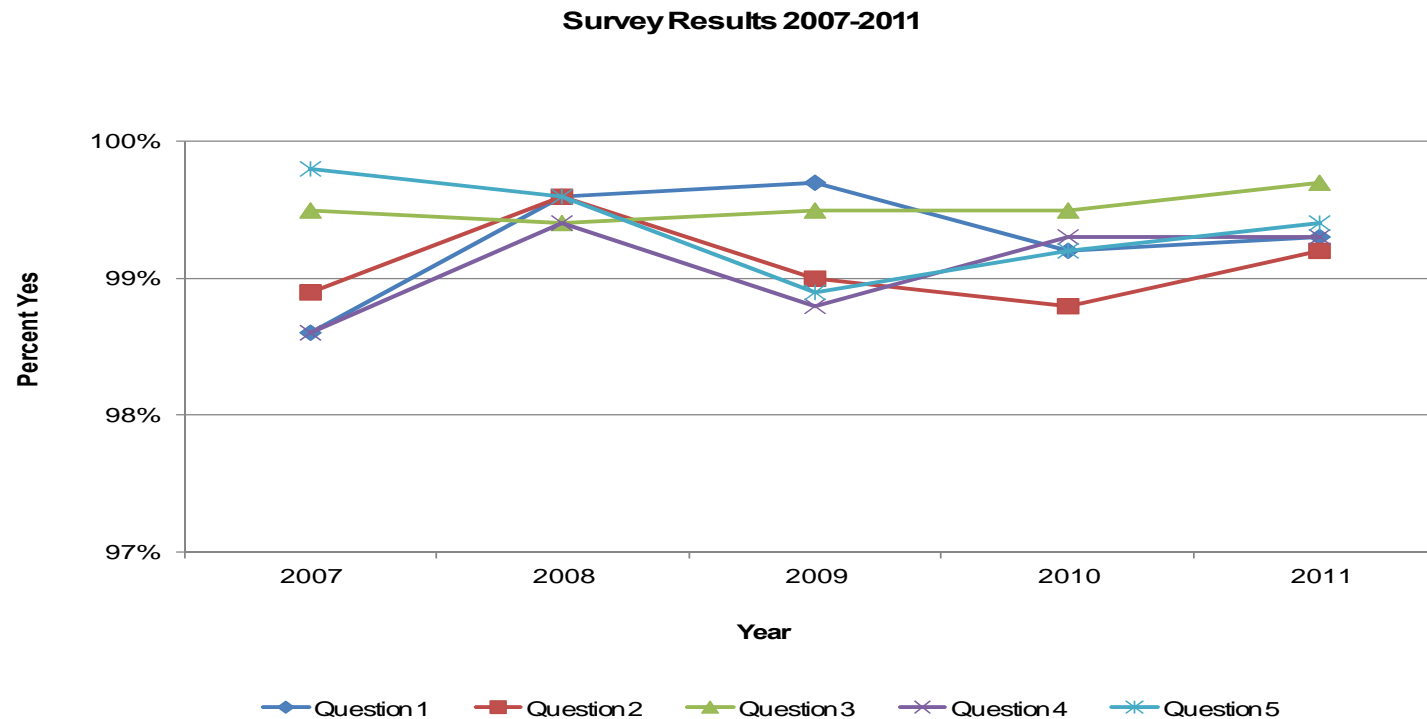
Note: The category of "Other" includes CASAs, Interns, County Attorneys, Respondent Parent Attorneys, County Directors, Probation Officers, School Social Workers, Teachers and Para-Professionals, Interns and Observers, as these individual roles represent a very small percentage of responses.



Within each child's/youth's review, there are several items that require discussion with all participants. Questions one through four in the survey examine whether the child's/youth's permanency goal, progress toward that goal, needs and safety were discussed during the review. Question five seeks to ensure that each participant was given the opportunity to convey his or her viewpoints and concerns during the review. The table below outlines questions one through five and their respective response results for this year, while Chart E (below) illustrates the overall performance trends in these areas over the past five years. These scores indicate the ARD remains consistent in capturing each component during each review.

2011 Questions	Percent Yes	Percent No	Percent Missing	Percent NA	
1. Was the permanency goal for the youth/child discussed during the review?	99.3%	0.6%	0.1%	0.0%	↑0.1
2. Was progress, or lack of progress, toward reaching that goal discussed during the review?	99.2%	0.7%	0.0%	0.1%	↑0.4
3. Were the youth's/child's needs, while in placement, discussed during the review?	99.7%	0.2%	0.1%	0.0%	↑0.2
4. Was the youth's/child's safety, while in placement, discussed during the review?	99.3%	0.6%	0.1%	0.0%	0
5. Were you able to express your views/concerns during the review?	99.4%	0.4%	0.1%	0.1%	↑0.2

Chart E



Survey participants were also asked about their perceptions and impressions based on their experiences with the ARD review process. Question six inquired as to whether respondents found the review to be helpful. Six response options were offered, ranging from Strongly Agree to Strongly Disagree. Over 85% of survey participants were in agreement that the review process was helpful. This is an increase of three percentage points from the previous year's results, indicating that respondents continue to feel their reviews are relevant and informative. Chart F (below) illustrates the overall level of participant agreement or disagreement with the question, and Chart G (located on page 9) delineates upward or downward movement within each participant category.

Question 6: Did you find the review helpful?

Chart F

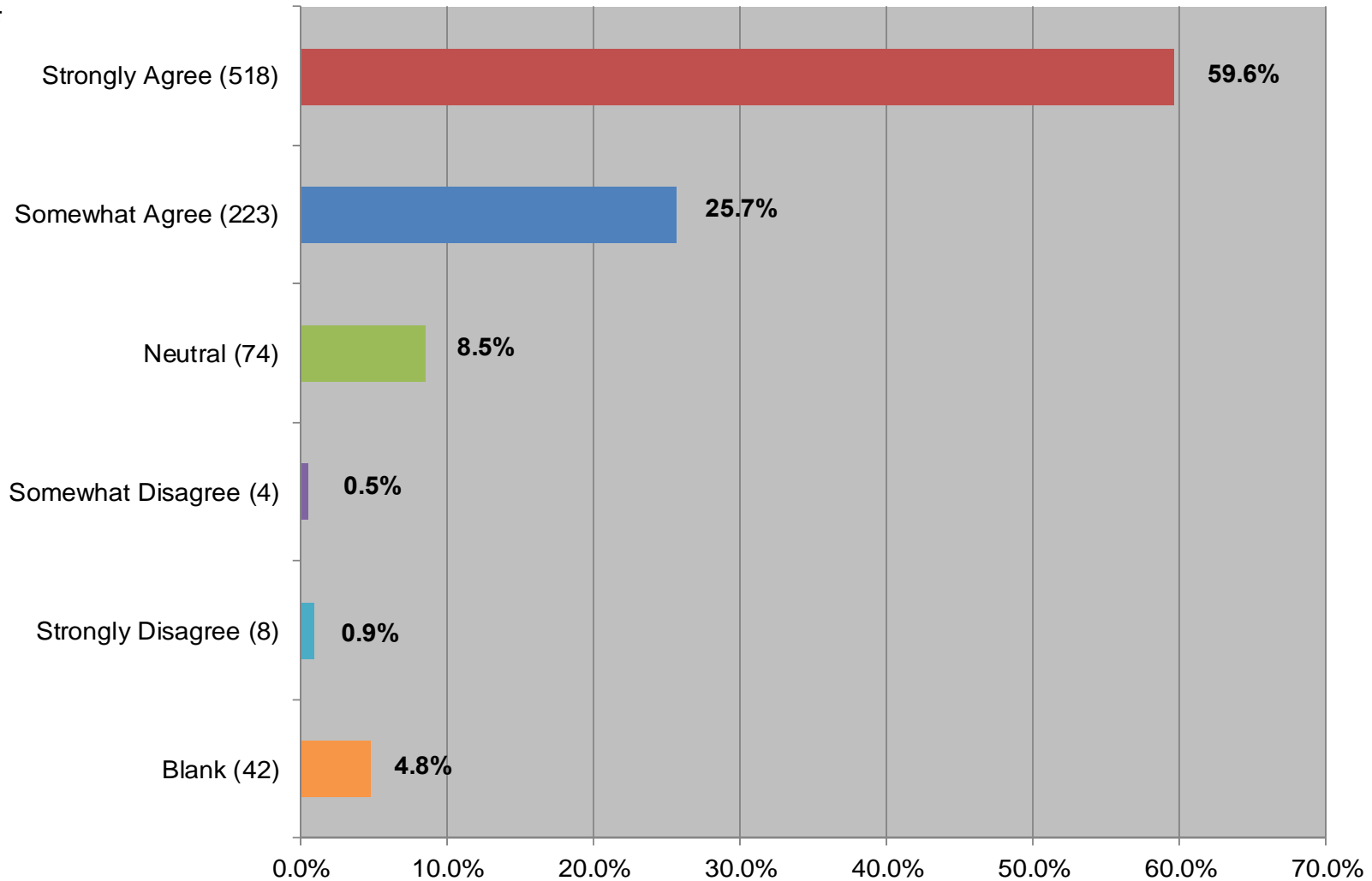
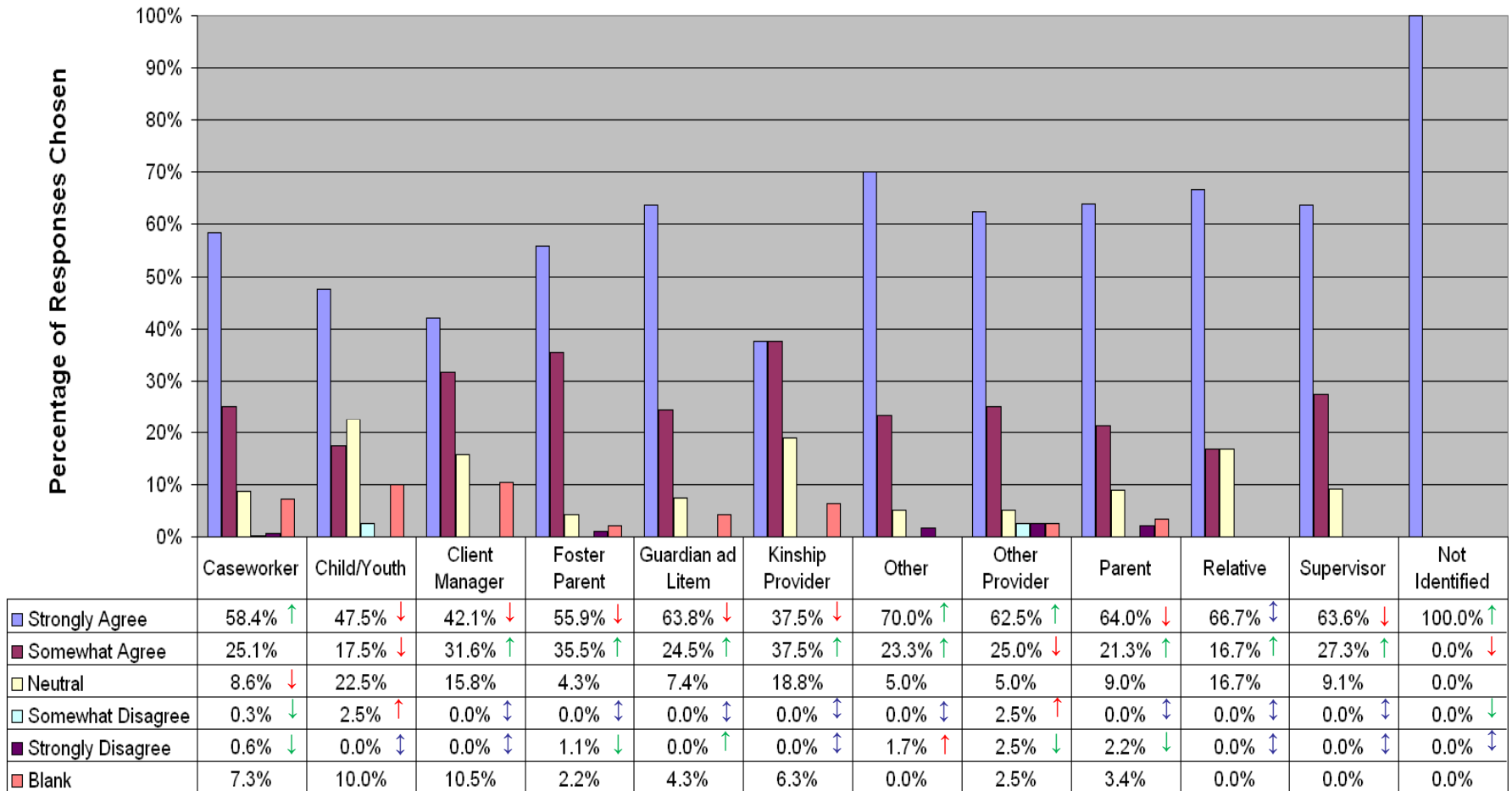


Chart G

Question 6: Did you find the review helpful?



Role During Review

Red arrow - Negative change from previous year

Blue arrow - No change from past year

Green arrow - Positive change from previous year



Question seven of this year's Client Satisfaction Survey asked that participants list the most helpful part of their review. Below are some of the comments offered by respondents, listed by participant category. Each comment is taken directly from individual surveys submitted by review participants. Actual client, reviewer, county and region names have been omitted to protect the confidentiality of all parties:

- **Caseworker/Client Manager:**

- *"The reviewer is always concerned for the safety of the child."*
- *"MOC felt she was out of loop and obtained a lot of information from mtg."*
- *"Learning more of what will make me a better worker."*
- *"Brings everyone to the table again to ensure all parties know what is going on."*
- *"Feedback and suggestions to achieve permanency as well as 'out of the box' ideas."*
- *"Discussing safety concerns. The reviewer kept us on task in hitting the big issues."*
- *"Helps parents see the reasons we have to follow certain rules and have timelines."*
- *"I find the reviewer's questions helpful because I can expand my thinking and sometimes have an alternative perspective."*
- *"Recognizing mom's accomplishments."*
- *"Giving the child a chance to talk, discussing the child's culture."*
- *"Hearing the child's point of view and giving the child all the time she wanted to express her opinions."*
- *"The explanation of how to make measurements of success more accurate and understandable."*
- *"The structure and organization of the meeting. Specific questions that highlighted the work and progress of the case."*
- *"Overall view of transition plan, how it will be brought to fruition."*

- **Child/Youth:**

- *"Discussing my medical needs and my safety."*
- *"Someone actually noticed the good that I've done instead of just focusing on the bad."*
- *"We talked about adoption, termination of rights, OPPLA, etc..."*



- *“Things I can do when I get out that will help me.”*
- *“I got compliments on my progress.”*
- **Foster Parent:**
 - *“Being able to voice my concerns and be heard by the team.”*
 - *“Speaking with the tribal side of the case.”*
 - *“Getting information about how all of this works was very helpful. We are new foster parents and this [is] all new to us, so this review was great.”*
 - *“In depth discussion of permanency and transition to adult status.”*
 - *“Getting information regarding foster child previously unavailable.”*
 - *“It was quick and to the point. It gave us a place to address issues if we had any.”*
- **Guardian ad Litem:**
 - *“Having a third party be part of the discussion about permanency and goals and child's progress.”*
 - *“Discussing permanency options relating to more recent barriers to permanency.”*
 - *“Being [on] the same page regarding child's future is very helpful, especially of a child who remains somewhat in transition.”*
 - *“Able to meet child's dad for the first time.”*
 - *“Observing the interaction between the baby and parents, also seeing the growth of the parents.”*
 - *“Reviewer is absolutely committed and focused on needs of the child.”*
 - *“Gets team on same page, review permanency goal. Open communication, great environment to share any concerns.”*
- **Kinship Provider:**
 - *“It was good to hear everyone's side. Communication is always good.”*
 - *“That it brought everyone involved in the same room for discussion.”*
 - *“Getting the child back to parents.”*



- *“Just the opportunity to discuss some of the concerns.”*
- **Other:**
 - *“It was great to hear about all three kids in addition to the one I am assigned to—future plans were discussed very clearly and what the goals were.” ~CASA*
 - *“The caseworker and the reviewer were very informative and took their time to explain the administrative review process and give some case history so we would understand the process better.” ~Intern*
 - *“I found it very helpful to learn about the child's goals and motivators, so an outside individual could know where the child's mindset is.” ~Intern*
 - *“I feel that it helped the parents understand more about the needs of the children.” ~Case Aide*
 - *“Hearing opinions of both foster and biological parents.” ~Respondent Parent Attorney*
 - *“Eliciting feedback from all parties about youth's progress and honest discussion regarding concerns. Reviewer kept things on track when parties became emotional.” ~Administrative Law Judge*
 - *“The history of the case—where it's been, where we are, and where we are going re: the best interest of the child.” ~CASA*
- **Other Provider:**
 - *“It is helpful to get a full overview of all the current case planning.” ~CPA Case Manager*
 - *“Talking about all four of the children together.” ~CPA Case Manager*
 - *“Hearing the family's view on how they feel about the care their child is getting.” ~Therapist*
 - *“The reviewer was sensitive to the family, explained the process well and helped them to understand.” ~Other Provider*
 - *“[The child] got to talk to his dad and reconnected. He was very excited and it was neat to see him so happy. :)” ~Foster Home Case Manger*
 - *“The reviewer helped reinforce many points about the child's needs to improve and the need for the parents to support the department in order to move toward reunification. Reviewer confronted obstacles, but at the same time was empathetic with the mother.” ~Foster Care Support Worker*
- **Parent:**



- *“Open discussion about her pending move to independent living.”*
- *“Listening to the differences in behaviors from both kinship and foster parent. Knowing that caseworker observes the needs of my children as I do!”*
- *“I felt that everyone had the chance to be heard and listened to and understood.”*
- *“Having another point of view—neutral helped! Hearing positive information regarding my child! Allowing parents to ask questions!”*
- *“To know that my daughter is doing very well.”*
- *“One of the most helpful was that my son was able to voice his concerns and goals and they were discussed as a team to the level that he understood.”*
- *“The things that I need to do next for my kids.”*
- *“I found it extremely helpful to get everyone on the same page.”*
- **Relative:**
 - *“Having everyone together for once so there was no ‘he said she said.’ It was all layed [sic] out on the table. Very helpful.”*
- **Supervisor:**
 - *“Purpose of primary vs. secondary permanency goals, [the child’s] strengths.”*
 - *“Getting the parents' point of view so DHS can address barriers.”*
 - *“Reviewer being able to validate parents' concerns while helping them to understand how those are addressed.”*
 - *“Resources given on education.”*
 - *“Permanency and well-being discussions were helpful.”*
 - *“Observing caseworker and how she expressed herself during the review.”*
 - *“Discussion of the transition into the adult system.”*



Question eight requested that respondents provide feedback regarding suggestions for improvement of the review process. Some of the comments provided include:

- *“Focus on why child is on so many meds per new federal study.” ~Guardian ad Litem*
- *“At this stage, to maybe include teachers/counselors that know [the child] and her educational progress.” ~Foster Parent*
- *“If there's a small mistake that can be easily fixed, it would be nice if the worker would be allowed to fix it. The worker ends up fixing it but still gets a "ding!"” ~Caseworker*
- *“Is it possible to have review w/ client separate from GAL, foster parents, etc.?” ~Case Manager*
- *“If we are looking at concerns, make sure all concerns are documented from each side of the parties.” ~Parent*
- *“Academy is not providing information on what a good ROC note should look like.” ~Caseworker*
- *“Due to changes in personnel name tags would have been helpful.” ~CASA*
- *“Discuss more about what I'm going to do on parole.” ~Child/Youth*
- *“Have all parties updated on therapy or medical issues prior to the meeting.” ~Respondent Parent Attorney*
- *“When there is more than one child, may need more time allotted. A lot to accomplish in time scheduled.” ~CASA*
- *“More advance notice helps for full team attendance, performance and productivity/useful review.” ~Guardian ad Litem*
- *“Individual meeting maybe with parents.” ~Parent*

