

7.303.3 COLLABORATIVE MANAGEMENT PROGRAM

The Collaborative Management Program (CMP) is an optional county program approved by the DEPARTMENT OF HUMAN SERVICES, for A UNIFORM SYSTEM FOR AGENCIES TO SHARE RESOURCES OR TO MANAGE AND INTEGRATE THE TREATMENT AND SERVICES PROVIDED TO CHILDREN, YOUTH, AND FAMILIES WHO WOULD BENEFIT FROM A MULTI-SYSTEM APPROACH TO SERVICES AND SERVICE DELIVERY.

7.303.31 Program Goals

The goals of the Collaborative Management Program include:

- A. Reducing duplication and fragmentation of services TO CHILDREN, YOUTH, AND/OR FAMILIES WHO WOULD BENEFIT FROM INTEGRATED MULTI-AGENCY SERVICES OR APPROACH;
- B. Increasing the quality, appropriateness, and effectiveness of services provided TO CHILDREN, YOUTH OR FAMILIES WHO WOULD BENEFIT FROM INTEGRATED MULTI-AGENCY SERVICES OR APPROACH; AND,
- C. ENCOURAGING cost sharing among service providers.

7.303.32 Availability

- A. Collaborative Management is an optional program for an individual county or groups of counties. Counties may elect to participate by ENTERING INTO A Memorandum of Understanding (MOU) THAT IS DESIGNED TO PROMOTE A COLLABORATIVE SYSTEM TO COORDINATE AND MANAGE THE PROVISION OF SERVICES TO CHILDREN, YOUTH, AND FAMILIES WHO WOULD BENEFIT FROM AN INTEGRATED MULTI-SYSTEM APPROACH TO SERVICES AND SERVICE DELIVERY. COUNTIES MUST USE the MOU TEMPLATE provided by the State AND DEVELOPED IN CONJUNCTION WITH [THE COLORADO] JUDICIAL DISTRICTS.
- B. The MOU shall be between interested county departments of human/social services and local representatives of each of the following agencies:
 - 1. The local judicial district(s), including probation services;
 - 2. The health department, whether a county, district, or regional health department;
 - 3. The local school district(s);
 - 4. Each community mental health center,
 - 5. Each Behavioral Health Organization (BHO);
 - 6. THE DIVISION OF YOUTH CORRECTIONS;
 - 7. A MANAGED SERVICE ORGANIZATION FOR THE PROVISION OF TREATMENT OF SERVICES FOR ALCOHOL AND DRUG ABUSE; AND,
 - 8. A COMMUNITY DOMESTIC ABUSE PROGRAM, IF REPRESENTATION IS AVAILABLE.
- C. Counties electing to participate in the MOU may ADD NON-MANDATORY PARTNERS or organizations AND ARE ENCOURAGED TO INCLUDE A FAMILY MEMBER OR FAMILY ADVOCACY ORGANIZATION AS DEFINED IN SECTION 26-18-102, C.R.S., AND A YOUTH MEMBER OR YOUTH ADVOCACY ORGANIZATION.

- D. COUNTIES WILL BE PROVIDED WITH GUIDANCE/INSTRUCTIONS FOR THE COMPLETION OF THE MOU ESTABLISHED BY THE STATE DEPARTMENT TO HELP IN THE COMPLETION OF THE MOU PROCESS.
- E. COUNTIES WILL BE PROVIDED WITH A THIRD QUARTER PROGRESS REPORT BY THE STATE DEPARTMENT TO HELP IN THE ELECTION OF THE PERFORMANCE MEASURES FOR THE MOU.
- F. MOUS MUST BE SUBMITTED TO THE COLORADO DEPARTMENT OF HUMAN SERVICES ON OR BEFORE MAY 1ST OF THE FISCAL YEAR PRIOR TO THE MOU AGREEMENT YEAR FOR REVIEW AND FEEDBACK. COMPLETED MOUS, INCLUDING ALL SIGNATURES, ARE DUE ON JUNE 30TH OF THE FISCAL YEAR PRIOR TO THE MOU AGREEMENT YEAR. ANY MOU RECEIVED AFTER THAT DATE WILL NOT BE ACCEPTED AND WILL RESULT IN A LOSS OF FUNDING FOR THE NEXT FISCAL YEAR.
- G. REVIEWS OF EACH COUNTY'S MOU WILL BE COMPLETED BY THE STATE DEPARTMENT AND WILL CONSIST OF A REVIEW AND COMPLETION OF THE MOU REVIEW CHECKLIST. THE REVIEW CHECKLIST CONSISTS OF THE FOLLOWING AREAS:
 - 1. A LIST OF MANDATED PARTNERS;
 - 2. MOU DEADLINES;
 - 3. OVERSIGHT GROUP DOCUMENTATION;
 - 4. TARGET POPULATION REVIEW;
 - 5. SERVICES PROVIDED REVIEW;
 - 6. FUNDING SOURCES REVIEW;
 - 7. REINVESTMENT OF FUNDS REVIEW;
 - 8. COLLABORATIVE MANAGEMENT PROCESS REVIEW;
 - 9. PERFORMANCE-BASED MEASURES REVIEW;
 - 10. CONFIDENTIALITY COMPLIANCE REVIEW; AND,
 - 11. REVIEW OF REQUIRED SIGNATURES.
- H. EACH COLLABORATIVE MANAGEMENT PROGRAM THAT MEETS THE CRITERIA WILL RECEIVE A SIGNED LETTER OF ACCEPTANCE FROM THE STATE DEPARTMENT APPROVING THE MOU FOR THE NEXT FISCAL YEAR [WITHIN FIFTEEN (15) DAYS OF SUCH APPROVAL].

7.303.33 Program Components

Each plan MEMORANDUM OF UNDERSTANDING (MOU) shall contain the following program components.

A. INTERAGENCY OVERSIGHT GROUP (IOG)

A system of inter-agency OVERSIGHT WILL BE DEVELOPED IN THE MOU THROUGH THE CREATION OF AN INTERAGENCY OVERSIGHT GROUP (IOG). Each **IOG** MUST include a local representative of each party to the MOU, each of whom shall be a voting member of the **IOG**. In addition, the **IOG** may include advisory members.

1. THE MOU SHALL DEFINE THE FOLLOWING COMPONENTS OF THE IOG:
 - a. MEMBERSHIP REQUIREMENTS;
 - b. THE STATUS OF EACH PARTY AS A VOTING MEMBER OR ADVISORY MEMBER;
 - c. PROCEDURES FOR ELECTION OF OFFICERS;
 - d. PROCEDURES FOR RESOLVING DISPUTES BY A MAJORITY VOTE OF VOTING MEMBERS; AND,
 - e. PROCEDURES FOR THE DEVELOPMENT OF SUBCOMMITTEE GROUPS.
2. THESE COMPONENTS SHALL BE MAINTAINED IN EACH IOG'S BY-LAWS OR PROCEDURE GUIDE.

B. TARGET POPULATION

THE CMP TARGET POPULATION CONSISTS OF AT-RISK CHILDREN AND YOUTH AGES BIRTH THROUGH TWENTY ONE (21) YEARS OF AGE AND THEIR FAMILIES WHO WOULD BENEFIT FROM A MULTI-SYSTEM APPROACH OR INTEGRATED SERVICE PLAN AS DEFINED IN THE MOU. EACH MOU MUST INCLUDE THE POPULATION THAT WILL BE SERVED THROUGH THE DESIGNATED [INDIVIDUALIZED] SERVICE AND SUPPORT TEAM (ISST) OR MULTI-SYSTEM INVOLVED TEAM(S) AND CMP PREVENTION PROGRAMS. [CHILDREN AND YOUTH WHO ARE AT-RISK] WILL BE DETERMINED IN ACCORDANCE WITH PARTIES TO THE MOU.

1. THE ISST OR MULTI-SYSTEM INVOLVED TEAM MUST INCLUDE MULTIPLE DISCIPLINES IN THE DELIVERY OF SERVICES FOR THE TARGET POPULATION.
2. CMP PREVENTION PROGRAMS MUST DEMONSTRATE A MULTI-SYSTEMIC APPROACH. PROGRAMS MUST DEMONSTRATE IN THE MOU THAT MULTIPLE DISCIPLINES WERE INVOLVED IN THE DEVELOPMENT OR ENHANCEMENT OF THE PROGRAM OR THAT MULTIPLE AGENCIES ARE INVOLVED IN THE DELIVERY OF THE SERVICE.
3. PROGRAMS MUST DEMONSTRATE THAT THE PROGRAM WAS DEVELOPED TO REDUCE BIFURCATED SERVICES AIMED AT THE SAME OUTCOME AND DEMONSTRATE, IF NOT PROVIDED THROUGH CMP, THE BIFURCATED APPROACH WOULD BESTOW A BURDEN TO EACH OF THE SYSTEMS. EACH MOU MUST ARTICULATE HOW THE JOINT APPROACH WILL BENEFIT CHILDREN, YOUTH, AND/OR FAMILIES IN THEIR COMMUNITIES.

C. ELEMENTS OF COLLABORATIVE MANAGEMENT

EACH COUNTY/REGION MOU MUST ESTABLISH A COLLABORATIVE MANAGEMENT PROCESS THAT ADDRESSES:

1. RISK SHARING;
2. RESOURCE POOLING;
3. PERFORMANCE EXPECTATIONS;
4. OUTCOME MONITORING; AND,
5. STAFF TRAINING.

THE DEFINITIONS OF EACH FOR THE ELEMENTS OF COLLABORATIVE MANAGEMENT SHALL BE MAINTAINED BY EACH IOG'S BY-LAWS OR PROCEDURE GUIDE AND PROVIDED AS AN APPENDIX TO THE MOU ON AN ANNUAL BASIS.

D. MONITORING

THE DEPARTMENT WILL MONITOR AT LEAST ONE CMP PER QUARTER TO ENSURE IMPLEMENTATION OF THE COLLABORATIVE MANAGEMENT PROGRAM IN ACCORDANCE WITH STATUTES, RULES, AND THE MOU.

1. CMP MONITORING [WILL INCLUDE]:
 - a. A REVIEW OF THE IOG PROCESS;
 - b. A REVIEW OF THE BY-LAWS OR PROCEDURE GUIDE ENSURING IT INCLUDES THE ELEMENTS REQUIRED IN STATUTE AND RULE; AND,
 - c. THE ACCURACY AND RELIABILITY OF COUNTY-LEVEL PROGRAM PERFORMANCE DATA.
2. A REVIEW OF PREVENTION PROGRAMS TO ENSURE THAT EACH IS IN COMPLIANCE WITH THE DEFINITIONS OUTLINED UNDER TARGET POPULATION IN THE MOU.
3. A REVIEW OF THE DATA REPORTING FOR ALL PROGRAM COMPONENTS AND EXPENDITURE DATA.
4. EACH COUNTY/REGION MUST ENTER ALL PARTICIPANTS SERVED THROUGH THE CMP PROGRAM'S TARGET POPULATIONS: DEMOGRAPHICS, SERVICES, OUTCOMES, AND EXPENDITURES IN THE DESIGNATED DATA COLLECTION SYSTEM AS DETERMINED BY THE DEPARTMENT, SO THAT IT CAN BE TRACKED AND MONITORED.

7.303.34 REPORTING

EACH IOG MUST PROVIDE AN ANNUAL REPORT TO THE STATE DEPARTMENT THAT INCLUDES:

- A. THE ACTUAL NUMBER OF CHILDREN, YOUTH AND/OR FAMILIES SERVED THROUGH THE INDIVIDUALIZED SERVICE AND SUPPORT TEAM (ISST) OR MULTI-SYSTEM INVOLVED STAFFING AND THE OUTCOMES OF THE SERVICES PROVIDED, INCLUDING A DESCRIPTION OF ANY REDUCTION IN DUPLICATION OR FRAGMENTATION OF SERVICES PROVIDED AND A DESCRIPTION OF ANY SIGNIFICANT IMPROVEMENT IN OUTCOMES FOR CHILDREN, YOUTH AND/OR FAMILIES;

- B. THE ACTUAL NUMBER OF CHILDREN, YOUTH, AND/OR FAMILIES SERVED THROUGH THE MULTI-SYSTEMIC PREVENTION PROGRAM AND THE OUTCOMES OF THE SERVICES PROVIDED INCLUDING A DESCRIPTION OF ANY REDUCTION IN DUPLICATION OR FRAGMENTATION OF SERVICES PROVIDED AND A DESCRIPTION OF ANY SIGNIFICANT IMPROVEMENT IN OUTCOMES FOR CHILDREN, YOUTH, AND OR FAMILIES;
- C. A DESCRIPTION OF ESTIMATED COSTS OF IMPLEMENTING THE COLLABORATIVE MANAGEMENT PROGRAM AND ANY ESTIMATED COST-SHIFTING OR COST-SAVINGS THAT MAY HAVE OCCURRED;
- D. AN ACCOUNTING OF FUNDS THAT WERE REINVESTED IN ADDITIONAL SERVICES PROVIDED TO CHILDREN, YOUTH, AND/OR FAMILIES DUE TO COST-SAVINGS THAT MAY HAVE RESULTED FROM EXCEEDING PERFORMANCE MEASURES; AND,
- E. A DESCRIPTION OF ANY IDENTIFIED BARRIERS TO PROVIDE EFFECTIVE SERVICES.

7.303.35 Incentive Funding for Performance MEASURES

In order to receive incentive FUNDS, the county must implement collaborative management COMPONENTS, ACHIEVE PERFORMANCE MEASURES INDICATED IN ITS MOU, and have a signed collaborative management MOU accepted by the Colorado Department of Human Services, Division of Child Welfare, ON OR BEFORE JUNE 30 OF THE CURRENT FISCAL YEAR

A FUNDING FORMULA BASED ON A COLLABORATIVE MANAGEMENT PROGRAM (CMP) SITE MEETING THREE PROCESS MEASURES AND THREE PERFORMANCE MEASURES WILL DETERMINE THE CMP'S PORTION OF THE INCENTIVE FUNDING ALLOCATION.

- A. COUNTIES WILL RECEIVE THE MEANINGFUL MINIMUM BASED ON COUNTY SIZE AND MEETING PROCESS MEASURES OF COLLABORATIVE MANAGEMENT. IOGS WILL BE REQUIRED TO MEET THREE OF THE FOLLOWING SIX PROCESS MEASURES IN ORDER TO RECEIVE THE MEANINGFUL MINIMUM FUNDS.
 - 1. IOG MEETING ATTENDANCE

MEASURE: MANDATORY MEMBERS OF THE IOG WILL BE PRESENT 75% OF THE TIME AT THE FOUR REQUIRED MEETINGS IN A FISCAL YEAR. SIGN-IN SHEETS AND MEETING MINUTES WILL CONFIRM ATTENDANCE.
 - 2. FAMILY AGENCY OR MEMBER PARTICIPATION ON THE IOG

MEASURE: A VOTING FAMILY MEMBER OR AGENCY WILL BE IN ATTENDANCE AT 50% OF ALL IOG MEETINGS HELD WITHIN THE FISCAL YEAR. SIGN-IN SHEETS AND MEETING MINUTES WILL CONFIRM ATTENDANCE.
 - 3. 75% OF THE AGENCIES CONTRIBUTE RESOURCES AT SERVICE LEVEL, EITHER IN-KIND OR ACTUAL MONIES

MEASURE: ALL INTEGRATED SERVICE PLANS IDENTIFY TWO OR MORE AGENCIES IN THE PLAN. A COPY OF THOSE SERVICE PLANS WILL BE RETAINED BY THE CMP COORDINATORS.
 - 4. USE OF EVIDENCE BASED OR EVIDENCE INFORMED PRACTICES

MEASURE: AT LEAST ONE EVIDENCE BASED OR EVIDENCE INFORMED PRACTICE WILL BE IMPLEMENTED UNDER THE IOG, AS REFLECTED IN THE EXPENDITURES SECTION OF THE ANNUAL REPORT.
 - 5. PROCESS OF CONTINUOUS QUALITY IMPROVEMENT USED BY THE IOG

MEASURE: IOG WILL MEET NO LESS THAN QUARTERLY AND MEETING MINUTES WILL REFLECT THE CONTINUOUS QUALITY IMPROVEMENT PRACTICES USED TO INFORM AND IMPROVE EFFORTS.

6. EVIDENCE OF COST-SHARING AMONG IOG MEMBERS

MEASURE: COST-SHARING WILL BE REFLECTED IN THE EXPENDITURES SECTION OF THE ANNUAL REPORT.

B. PERFORMANCE MEASURES ISSUED BY THE DEPARTMENT EACH FISCAL YEAR AND POPULATION SERVED WILL DETERMINE THE REMAINDER OF THE INCENTIVE FUNDING ALLOCATION.

1. POPULATION SERVED WILL BE ACTUAL NUMBER OF CLIENTS SERVED THAT YEAR.
2. IOGS MUST CHOOSE THREE STANDARD PERFORMANCE MEASURES TO STRIVE TO ACHIEVE IN THEIR MOU. FOR EVERY PERFORMANCE MEASURE ACHIEVED, A COUNTY WILL RECEIVE FUNDING BASED ON A WEIGHTING SYSTEM. THE WEIGHTING WILL BE BASED ON POPULATION SERVED AND NUMBER OF OUTCOMES ACHIEVED THAT WERE SELECTED IN THEIR MOU.

7.303.36 GENERAL FUND SAVINGS AND DISTRIBUTION

COUNTY DEPARTMENTS MUST ELECT TO EITHER RETAIN THE STATE GENERAL SHARE OF THE COUNTY UNDER-EXPENDITURE OF THE GENERAL FUND COUNTY CHILD WELFARE BLOCK ALLOCATION OR PARTICIPATE IN SURPLUS DISTRIBUTION FOR EACH FISCAL YEAR IN THEIR MOU. IF A COUNTY/REGION CHOOSES TO RETAIN THE SAVINGS REALIZED, THEY MUST SPECIFY THE PROCEDURE BY WHICH SUCH SAVINGS WILL BE REINVESTED, INCLUDING TO WHICH PARTIES TO THE MOU SUCH REINVESTED SAVINGS WILL BE AVAILABLE.

THE GENERAL FUND DISTRIBUTION WILL BE DETERMINED BY THE CHILD WELFARE ALLOCATION COMMITTEE.
