



Strategic Plan 2023-2024

New Mexico Children, Youth and Families Department

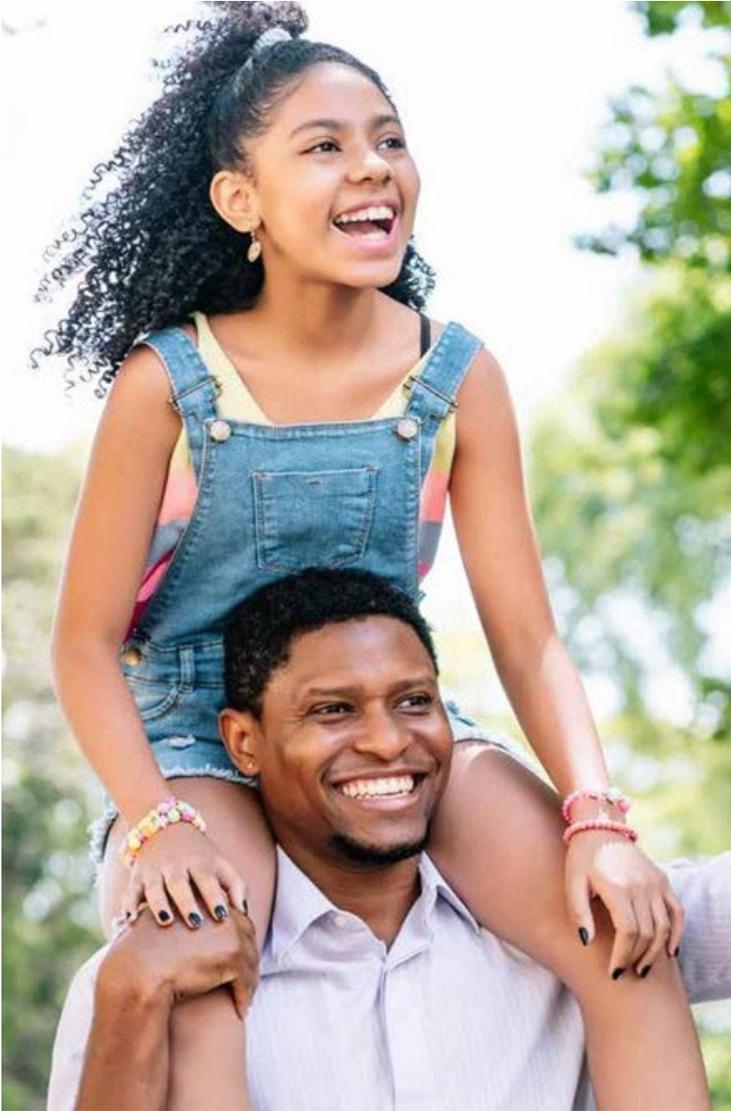
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How we A.C.T. Matters

A	Accountability - We hold ourselves to the highest levels of professionalism. We embrace practice and process standards to provide the very best services consistently and efficiently. We have a culture of learning, where we honor our commitments, mistakes are opportunities, and we focus on finding solutions.
C	Collaboration - Children and youth are best served when they are part of and supported by their community with services that are accessible and individualized. We recognize that partnerships are essential to ensure child and youth safety, permanency and well-being.
T	Transparency - We act with respect and integrity. We are transparent and responsive to our children, youth, families, partners and communities within the limits of confidentiality. We avoid personal bias.

Transforming New Mexico Children, Youth and Families Department



Barbara J. Vigil joined CYFD as Cabinet Secretary in October of 2021. She made it her priority to make lasting systemic changes to improve outcomes for New Mexico’s children, youth, and families. To facilitate lasting, systemic change, Secretary Vigil is committed to a new internal culture and mindset throughout the agency—one that embraces making children’s lives better from their first contact with CYFD. She wants children to be better off for having had contact with CYFD. Secretary Vigil recognized that there need to be a department-wide assessment to move beyond status quo to lasting systemic change.

In May of 2022, CYFD embarked on a strategic management process that will be a roadmap for transforming the agency. The initiative is an opportunity to take a deep dive into all facets of the work to help identify policy changes and system enhancements. The process is an iterative one, informed by data, evidence, and input from the agency, system partners, and youth and families. Engaging with workforce and stakeholders to help build the roadmap will take several months. The results will operationalize and strengthen CYFD’s family and community-centered mission that supports children and families, regardless of which division brings them into contact with CYFD.

Cross-Cutting Strategies

This report is an initial attempt to integrate several initiatives into one cohesive plan. This includes *Kevin S. Final Settlement Agreement* commitments, recommendations from the Collaborative Safety report, universal prevention strategies, the workforce development plan, and ongoing efforts for system improvements. The Plan is a dynamic document that is nimble and adaptable as CYFD adjusts to new circumstances and completes the strategic management initiative.

Throughout the plan, we have incorporated cross-cutting strategies:

1. Trauma-Responsive Approach Build a trauma-responsive system and weaving a trauma-informed/healing centered approach through all our work are essential to the health and wellbeing of the children, youth, and families we serve, as well as our staff.
2. Integration and Alignment Build an agency approach to facilitate and support transitions of children, youth, and families within and across agency services.
3. Quality Improvement (QI) We will strengthen quality improvement systems across the agency and establish agencywide standards for quality improvement and minimum resource requirements as well as build an agencywide community of practice.
4. Sustainability We will ensure our programs and services are focused, sustainable, and resilient. This includes stable budget models, scalable implementations, cross-agency infrastructure utilization.
5. Agency Partnerships Effectively delivering services in conjunction with other agencies, requires intentional collaboration, coordination, and aligning our work and priorities.



Vision

A New Mexico where all children, youth and families are healthy, safe, thriving and strengthened by their culture and community

Our Mission

- ❖ Nurture the strength and resilience of families
- ❖ Partner with children, families and communities based in trust and transparency
- ❖ Serve by listening and learn from our diverse cultures to keep children, youth and families healthy, safe and thriving

Goal: 1 Use a framework of accountability and best practice across CYFD built on engagement, equity, empowerment, safety, and prevention. Strategies are centered on individual needs designed to increase transparency and build trust.					
Objective		SFY 2023 Strategies (7/1/22-6/30/23)		SFY 2024 Strategies (7/1/23-6/30/24)	
1.1	Design, implement, and ensure fidelity to a diverse array of programs and models using a framework that is strengths-based, trauma-informed, culturally responsive and proven effective to ensure children and families are healthy, safe, and thriving Protective Services Division (PSD) Children's Behavioral Health Division (CBH), Juvenile Justice Division (JJD)	1.1.1 PS/CBH Kevin S	Implement the Individualized Planning Process (IPP), that is informed by collaborative decision-making and shall prioritize the child's voice and choice. Process is strengths-based, connected to natural supports, and respects the child's family and unique cultural heritage.	1.1.7 PS/CBH Kevin S	Assessment and refinement of the IPP including implementation of the fidelity tool and quality assurance (QA) process. Revised procedures implemented to PS staff
		1.1.2 PS/CBH Kevin S	Continue implementation of High-Fidelity Wraparound services, intensive case management and intensive home-based services available for all children in state custody.	1.1.8 PS/CBH Kevin S HSD	Expansion of High-Fidelity Wraparound services, intensive case management and intensive home-based services available for all children in state custody.
		1.1.3 PSD Kevin S	Placement preference with relatives when children need out of home care if the relatives are safe and appropriate. Placement with relatives will occur upon initial placement when feasible and are determined safe for the children.	1.1.9 PSD Kevin S	Build diverse placement array to help ensure clients can stay in their local communities and reduce the time to achieve permanency. Options include enhanced systems of care with small community-based therapeutic crisis focused group homes and an Enhanced Foster Care program aimed at youth and children with disabilities and high behavioral health needs.
		1.1.4 PSD	Continued enhancement of Fostering Connections which extends the age of	1.1.10 PSD	Implement Phase II of Extended Foster Care to include training and engagement-skills

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			support and services available to young adults (ages 18-21) involved with CYFD. Supports include housing, guaranteed connection to community based behavioral health supports, job assistance, food access and money for college.		development for permanency staff working with older youth (16-17) using the Fostering Connections Practice Model
		1.1.5 JJ Kevin S	JJS Field Services implement a teaming concept which is consistent with Wraparound principles by using supports that are identified by the client and their family to work together, coordinate activities, and blend perspectives to achieve the best outcomes for that client and family.	1.1.11 JJ	Deliver coordinated services, that target and support family and client independence and reduces recidivation.
		1.1.6 JJ	Implement additional methods to facilitate, maintain and strengthen youths' connection to family to support rehabilitation while in facilities by reducing incidents and increasing school performance and lowering recidivism when they leave	1.1.12 JJ	Expand the number of counties and increase support for counties receiving Juvenile Justice Advisory Committee (JJAC) funding that provide programs and services to at-risk youth
1.2	Ensure consistency across divisions with best-practice approaches including Trauma-Responsive Care, Strengths-Based, High-Fidelity Wrap-Around, other supported services. PSD CBH	1.2.1 PS/CBH Kevin S	Continue implementation of the Trauma Informed – Child and Adolescent Needs and Strengths (CANS) tool and expansion of the Crisis Assessment Tool (CAT) for accurate screening of individual needs and strengths.	1.2.6 PS/CBH Kevin S	Implement process to utilize CANS and CATS data to determine individual levels of care for children in care.
		1.2.2 CBH Kevin S	Develop trauma- responsive training and coaching to all CYFD employees and select child-serving contractors to CYFD	1.2.7 CBH Kevin S	Implement trauma- responsive training and coaching to all CYFD employees and select child-serving contractors to CYFD
		1.2.3 CBH Kevin S	Deploy the Community Behavioral Health Clinicians (CBHCs) to consult, team and advocate internally and externally for the target population children and youth in PS and JJS	1.2.8 CBH Kevin S	Continue to expand the Community Behavioral Health Clinicians (CBHCs) to consult, team and advocate internally and externally for the target population children and youth in PS and JJS

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		1.2.4 CBH Kevin S HSD	Continue to collaborate with the Behavioral Health Collaborative and system partners to build a comprehensive, trauma responsive children’s behavioral health system.	1.2.9 CBH Kevin S HSD	Continue to collaborate with the Behavioral Health Collaborative and system partners to build a comprehensive, trauma responsive children’s behavioral health system.
		1.2.5 CBH Kevin S HSD	Continue to sustain and expand High-Fidelity Wraparound statewide through collaborative partnership with Medicaid.	1.2.10 CBH Kevin S HSD	Continue to expand collaborative partnership with Medicaid.
1.3	Create a culture of community services and supports intended to strengthen families and promote the safety and well-being of children in their own homes building on existing system of care. (Prevention) PSD CBH	1.3.1 PSD HSD ECECD	Invest in prevention for children at risk of maltreatment with implementation of community-based partnerships using evidence-based programs and parent education	1.3.7 PSD CBH HSD DOH	Use a trauma-responsive approach to address substance abuse and mental health disorders by increasing access to community-centered, evidenced-based programs and maximizing health benefits.
		1.3.2 PSD	Develop and receive federal approval of our Family First Prevention Services Act (FFPSA) plan.	1.3.8 PSD	Expand and improve the quality of evidence-informed in-home services, including the array of services available in our Family First Prevention Services Act (FFPSA) plan.
		1.3.3 PSD	Continued expansion of Family Outreach and Community Engagement (Differential Response) from 4 pilot counties to 12 counties	1.3.9 PSD	Expand Family Outreach and Community Engagement (Differential Response) statewide
		1.3.4 PSD HSD	Expand Comprehensive Addiction and Recovery Act (CARA) Navigator Program Pre-Natal Services	1.3.10 PSD HSD DOH ECECD	Implement multi-agency CARA Program with HSD, DOH, and ECED
		1.3.5 CBH	Lead the effort to expand the number of quality adolescent substance use disorder treatment providers across the state.	1.3.11 CBH	Continue to implement and expand the Children’s Capacity Building Project (CCBP).
		1.3.6 CBH	Continue to implement and expand the Children’s Capacity Building Project (CCBP).		

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1.4	<p>Infuse cultural competence, humility, responsiveness into all work</p> <p>Office of Tribal Affairs (OTA) Office of the Secretary (OTS) Administrative Services Division (ASD) PSD JJ</p>	<p>1.4.1 OTA OTS Kevin S</p>	<p>Implement New Mexico Indian Family Protection Act (IFPA) in collaboration with partners from New Mexico Tribes and Pueblos and other community stakeholders</p>	<p>1.4.8 OTA OTS Kevin S</p>	<p>The Office of Tribal Affairs (OTA) will lead efforts to establish and maintain a continuous quality improvement system to evaluate and improve IFPA on an ongoing basis.</p>
		<p>1.4.2 PSD OTA AOC</p>	<p>Maintain a dedicated ICWA unit in the 2nd Judicial District and expand to the 13th Judicial District</p>	<p>1.4.9 OTA OTS PSD Kevin S</p>	<p>Partner with NM Tribes and Pueblos, families and Native Children to design and implement Community Cultural Conversations that can provide access to culturally responsive treatments.</p>
		<p>1.4.3 OTA PSD Kevin S</p>	<p>Develop a plan to increase recruitment and retention of Native Resource Families. The plan will include identifying relatives of Native Children, as well as identifying other potential Native Resource Families.</p>	<p>1.4.10 OTS</p>	<p>Intentionally center the experience of BIPOC children, youth, and families in current and future program and system design.</p>
		<p>1.4.4 OTA PSD Kevin S</p>	<p>Implement an Out of Preferred Placement (OOPP) Review for when a Native Child is in a non-ICWA-preferred placement, the placement will be reviewed every 30 Days.</p>	<p>1.4.11 OTA PSD Kevin S</p>	<p>Establish and maintain a continuous quality improvement system to evaluate and improve the OOPP process on an ongoing basis.</p>
		<p>1.4.5 OTA OTS Kevin S</p>	<p>Develop a policy to provided direct assistance for traditional ceremonies</p>	<p>1.4.12 OTS ASD Kevin S</p>	<p>Pursue Federal funding through Medicaid and IV-E funding for traditional and culturally responsive treatments</p>
		<p>1.4.6 OTS</p>	<p>Generate community-level data to inform efforts to eliminate disproportionality, and to help identify partners with lived experience for co-design processes.</p>	<p>1.4.13 OTS PSD</p>	<p>Expansion of placement options for BIPOC and LGBTQ+ youth that affirms their culture and identity.</p>
		<p>1.4.7 OTA PSD Kevin S</p>	<p>Partner with TFC agencies on specialized training for children/youth with higher level of needs so their family (&/or) other tribal families can be licensed as TFC placement</p>	<p>1.4.14 JJ</p>	<p>Participate in the Casey Foundation's Equity Learning Series as part of the first cohort of Shifting Power for Equity and Results (SPER) sites.</p>

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1.5	Create a culture of safety and support for all families that leads to improved decision-making and outcomes through all interactions. PSD OTS CBH	1.5.1 PSD Kevin S	Safety Assessment Tool will be automated. Supervisors and specific staff trained to train all workers, CCAs and community providers. Coaching on Safety Organized Practice and the safety assessment tool will be ongoing.	1.5.6 PSD Kevin S	Continued statewide uniformity in applying CYFD's structured decision-making tools. Structured decision-making tools guide investigators in assessing children's safety and overall probability of risk.
		1.5.2 PSD Kevin S	Implement processes so that there is no placement in hotel or with out-of-state-provider for child under 18 unless extraordinary circumstances – notification takes place	1.5.7 PSD Kevin S	Continue to implement a process of responding to critical incidents that meets the acute needs of the event while allowing sufficient time for systemic review and targeted change initiatives
		1.5.3 PSD OTS Kevin S	Develop implementation plan and critical review process based on recommendations from the Collaborative Safety Review	1.5.8 PSD Kevin S	Assess and remove unnecessary and/or redundant tasks from investigative casework while maintaining and emphasizing critical case work that allows for the effective support of children and families
		1.5.4 PSD OTS Kevin S	Partner with the National Partnership for Child Safety to build our safety culture and improve system- focused critical review incidents	1.5.9 PSD OTS Kevin S	Implement safety culture process and data reviews
		1.5.5 CBH PSD HSD Kevin S	Adopt regulations governing medication protocols to prevent overmedication and ensure timeline access to medication and treatment – includes a clinical review process		

Goal 2: Ensure a supported, qualified and engaged workforce who believe in and practice our shared values to support our children, families and communities.

Objective		SFY 2023 Strategies (7/1/22-6/30/23)		SFY 2024 Strategies (7/1/23-6/30/24)	
2.1	<p>Create a culture of support and accountability grounded in shared values through recruitment, retention, training, adequate staffing levels, and promotion of wellness.</p> <p>Office of Tribal Affairs (OTA) Office of the Secretary (OTS) Office of Professional Development (OPD) PSD</p>	2.1.1 PSD OTS Kevin S	Staff support, including building a process to address staff experience of secondary trauma, will help to increase workforce wellbeing and retention.	2.1.6 PSD OTS Kevin S	Implement new caseload standards as required by the Kevin S Settlement. This will require a significant number of new positions in the areas of investigation, permanency, placement, in-home services, client service agents, legal and supervision.
		2.1.2 PSD OTS Kevin S	Implement Workforce Development Plan – assessments, retention efforts, investment in qualified staff and building pipeline of workforce recruitment, hiring plan by county, strategies for recruit and retain. Continue to examine the drivers of turnover.	2.1.7 PSD OTS Kevin S	Invest in opportunities that increase workplace benefits, such as competitive compensation, pay parity for positions, career ladders,
		2.1.3 OTS OPD	Develop and implement an aligned leadership and management culture that embodies and promotes our shared values, a learning and coaching mindset, and behavioral integrity.	2.1.8 OTS OPD	Implement practices that are tied to core values so staff can recognize each other for practicing shared values
		2.1.4 OTS	CYFD will partner with a BIPOC-led organization conduct an organizational assessment engaging to help identify and understand how systemic racism and implicit bias impact role and system.	2.1.9 OTS	Create learning and implementation cohorts to build the skill and capacity for employees to facilitate these processes successfully
2.2	<p>Enhance supervisory/staff competencies for integrated practice, internal and external collaboration, use of data to optimize operations and quality, and skills to promote staff respect and resilience</p> <p>OPD</p>	2.2.1 PSD OTS Kevin S	Refine supervisory model so that supervisors' capacity to provide clinical supervision and coach their staff to strengthen their skills is enhanced. Make recommendations on new supervisor competencies	2.2.3 PSD OTS Kevin S	Create a leadership training and coaching unit to develop tight performance management protocols for supervisors and managers. For both clinical practice in their unit and around cross Divisional integration.
		2.2.2 PSD OTS	Train staff to deliver effective services, provide them the support they need to do	2.2.4 PSD OTS	Use qualitative case reviews and cases to determine specific, systemic instances of communication

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	PS OTS	<i>Kevin S</i>	their jobs, and foster a culture that is supportive and not based in fear	<i>Kevin S</i>	breakdown between teams, units, and divisions or where cross-divisional communication could have led to better outcomes
2.3	Improve data collection, data quality, business processes through training and cross-divisional training for integrated case practice OPD PS OTS	2.3.1	Improved employee onboarding: The onboarding process for all classes of new employees will ensure they have the needed training and other resources to effectively begin their work. This will lead to onboarding consistency and continuity	2.3.4	Develop CCWIS training for new employees that includes cross-division modules to understand how CCWIS is used as a holistic case management system
		2.3.2	Reiterate importance of data quality, fidelity, timeliness of collection in ongoing trainings.	2.3.5	Develop ongoing CCWIS training for continuing employees that reiterates cross-divisional functionality to understand how CCWIS is used as a holistic case management system
		2.3.3	Ensure consistency in how data quality and collection expectations are incorporated into performance planning and reviews across all divisions.		
2.4	Optimize recruitment and retention opportunities for all staff particularly frontline staff OPD PS OTS CBH JJ	2.4.1	Improved recruiting and hiring practices: Hiring and recruiting will help ensure CYFD has the workforce, leadership and succession planning it needs to support its mission, vision and goals	2.4.4	Modernize recruitment process through social media campaigns and videos
		2.4.2	Divisions work collaboratively with HR to identify responsible parties in CYFD to enhance recruitment and outreach opportunities (job fairs, college lectures, etc.).	2.4.5	Conduct ongoing personnel assessment within each division to examine equity in classification and compensation, shortages in staffing and capacity across all units.
		2.4.3	Establish a strategy to identify and develop potential leaders to support succession planning efforts and expand professional development opportunities for current leadership.	2.4.6	Implement a framework of promotional readiness with a goal of retaining committed and quality staff for leadership opportunities

Goal 3: Decision making, planning and implementation is data-informed, evidence-based, transparent, sustainable and aligned to CYFD's mission and values

Objective		SFY 2023 Strategies (7/1/22-6/30/23)		SFY 2024 Strategies (7/1/23-6/30/24)	
3.1	Strengthen internal processes by analyzing agency operations, identifying areas for more efficient and effective practices and using data-driven processes to support the assessment, operations, and evolution of a diverse array of services. Office of the Secretary (OTS) Office of Professional Development (OPD) PSD CBH JJ	3.1.1	Increase number of functions that have standard work, process adherence resources, and performance management processes	3.1.6	Refine standard work, process adherence resources, and performance management processes
		3.1.2	Pilot a CYFDSTAT process based on "Performance Stat" A leadership strategy of ongoing, data-driven conversations between leadership and division managers that balance a focus on accountability with one of learning and problem solving.	3.1.7	Continue to refine and expand the use of CYFDStat including the development and implementation of data dashboards and other data tools
		3.1.3	Implement annual Program Inventory process for all divisions to promote transparency, support data-driven decision making, and facilitate results-focused budget process.	3.1.8	Implement an agency evaluation policy that affirms CYFD's commitment to conduct rigorous, relevant evaluations and to using evidence from evaluations to inform policy and practice
		3.1.4	Design and implement a Results-driven contracting initiative using active contract management and outcome standards to drive practice improvements and consistency.	3.1.9	Expand implementation of Results-driven contracting initiative throughout agency
		3.1.5	Develop and manage program budgets, maximizing federal revenue and leveraging grants and other resources such as cross--system agency, and community partnerships.	3.1.10	Continue to refine and maximize federal revenue and cross-agency braided funding streams
3.2	Build a data-informed practice that is supported by continuous quality improvement and modernized information	3.2.1	Expand current CQI efforts to include data-driven examination of processes, critical incidents, and service delivery using proven continuous improvement strategies	3.2.9	Develop tools and protocols for administrative case review in support of strategic planning goals and department initiatives

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Objective		SFY 2023 Strategies (7/1/22-6/30/23)		SFY 2024 Strategies (7/1/23-6/30/24)	
technology systems and tools Office of the Secretary (OTS) Office of Professional Development (OPD) Office of Performance and Accountability (OPA) PSD CBH JJ	3.2.2	Create and implement Quality Assurance, Improvement and Evaluation Plan (QAIEP) for reporting CYFD and HSD capacity to meet needs of Children in State Custody	3.2.10	Continue to implement the QAIEP and quality management program tools and processes	
	3.2.3	Build infrastructure and processes to increase awareness of program service availability across divisions.	3.2.11	Ongoing monitoring of collaboration and quality as it relates to cross-divisional program awareness so that families have a coordinated approach.	
	3.2.4	To prepare for Comprehensive Child Welfare Information System (CCWIS) implementation, CYFD will complete a readiness assessment to document and create statewide consistency of agency business processes, policies, forms, and report.	3.2.12	Define CCWIS maintenance and operations service level requirements including performance metrics	
	3.2.5	Develop Organizational Change Plan(OCP) for CCWIS Enterprise Initiative to engage staff and stakeholders.	3.2.13	Implement CCWIS OCP in preparation for CCWIS vendor to come onsite.	
	3.2.6	Develop IT expansion plan to prepare unit to support agency for CCWIS deployment	3.2.14	Stabilize IT infrastructure and processes through continuous improvement initiatives	
	3.2.7	Identify data quality improvement areas and develop strategies to address data quality needs	3.2.15	Determine which data analysis, reporting, and dashboarding tools will be used by CYFD and develop protocols for their use	
	3.2.8	Expand current CQI efforts to include data-driven examination of processes, critical incidents, and service delivery using proven continuous improvement strategies	3.2.16	Develop tools and protocols for administrative case review in support of strategic planning goals and department initiatives	
	3.3	Create and implement a shared vision, common values, and strategic	3.3.1	Complete an extended strategic planning process to include broad stakeholder input as well as a stronger focus on learning and evidence that will result in	3.3.4

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	management process to inform and guide CYFD. Office of the Secretary (OTS) Office of Professional Development (OPD) Office of Performance and Accountability (OPA) PSD CBH JJ		the implementation of an iterative strategic management process.		annual community report card for transparency and accountability
		3.3.2	Developing, communicating, and advancing program vision, priorities, strategies, and initiatives, including organizational change.	3.3.5	Ensure accountability and results by redesigning organizational infrastructures and systems to support the organization's core work and setting clear expectations, roles and responsibilities.