



**CHILD WELFARE TRANSFORMATION DESIGN COMMITTEE (CWTDC)
FOURTH QUARTERLY REPORT**

APRIL - JUNE 2010

RECENT CWTDC AND CHILDREN'S ADMINISTRATION WORK
APRIL 2010 – JUNE 2010

SUMMARY OF RECENT CWTDC WORK/ACCOMPLISHMENTS:

- There have been two changes to CWTDC membership:
 - Marion Harris, CWTDC representative from the Washington State Racial Disproportionality Advisory Committee (RDAC), stepped down for personal reasons. Mary O'Brien was nominated by the RDAC to take her place.
 - Mark Courtney accepted a position at the University of Chicago and the new Partners for Our Children (POC) Executive Director, Benjamin deHaan, is taking his place.
- At the June 14-15 CWTDC meeting, Assistant Secretary Revels Robinson provided an update on Part 1 – Performance-Based Contracting – to which the CWTDC provided input. Following this meeting, Assistant Secretary Revels Robinson modified her presentation to incorporate many of the recommendations made by the CWTDC ([attached](#)).
 - The update included:
 - Assigning David Del Villar Fox as the new project lead for the Children's Administration, with April Potts assisting.
 - Hiring a national consultant, Tony Broskowski, to assist with risk/financial modeling.
 - Communicating with Region 10 federal office regarding contracting for services while maintaining federal compliance.
 - Working to build a fiscal and program quality assurance infrastructure within Children's Administration.
 - Solidifying RFP timeline to initiate performance-based contracting.
 - Continuing to meet with stakeholders throughout the summer to gather input before the release of the RFP.

- Issuing the Part 1 RFP for master contractors to provide and/or coordinate services in the six DSHS administration regions.
 - Awarding contracts March/April 2011.
 - Providing for a 90-day start-up phase.
 - Emphasizing and supporting capacity building during the summer of 2011 and beyond.
 - Conducting on-site readiness reviews to ensure master contractors are prepared to deliver and/or organize and coordinate all required services.
 - Finalizing list of responsibilities for Master Contractors.
 - Determining how roles/responsibilities will be shared between Master Contractors and CA.
 - Determining payment model.
 - Determining how to handle start-up costs.
- Assistant Secretary Revels Robinson informed the committee that the POC received private funding to conduct a statewide assessment to explore service gaps, needs, and strengths within the child welfare service system. The assessment will explore the views of service providers and the larger stakeholder community. It will be completed by the end of summer 2010 and the results will be used by the Children's Administration in finalizing the Part 1 RFP and by providers in responding to the RFP.
- The Advisory Committee on Outcomes and Evaluation Issues completed the list of indicators, [*Domains and Indicators used to Measure Outcomes*](#), that it is recommending be used to measure system performance overall with regard to achieving outcomes in the areas of Safety, Permanency and Stability, and Well-Being. The CWTDC at its June meeting adopted the recommendations of the Advisory Committee for inclusion in the transition plan and recommendations to Legislature and the Governor as required by RCW 74.13.368 (2) and (3). The CWTDC added a recommendation that that the domains and performance indicators be periodically reviewed and expanded as the data management system becomes more robust in the area of well-being or when data sharing between the Children's Administration and other entities becomes feasible.
- The Advisory Committee on Site Selection and Transition Issues postponed making recommendations for the location of the Part 2 demonstration sites until the geographical boundaries for Part 1 contracting are more clearly established through the Part 1 RFP process. The CWTDC would prefer that the Part 2 demonstration sites align with the geographical boundaries of Part 1 master contractors, if possible. Therefore, the committee will make its recommendations for the Part 2 demonstration sites at the September meeting of the CWTDC.

- The Advisory Committee on Financial Issues will continue to work with Children’s Administration to understand how the payment model for Part 1 - Performance-Based Contracting - is being developed. Once the payment model is developed, the committee will work with the department to develop a model for Part 2.
- The Advisory Committee on Legal and Practice Issues presented several documents that were approved by the CWTDC for inclusion in the transition plan and recommendations to Legislature and the Governor as required by RCW 74.13.368 (2) and (3):
 - [Values and Principles used to Determine Preliminary Service Array](#) – A list of values and principles used by the CWTDC to guide the development of the list of services included in the *Preliminary Service Array* beyond which are mandated by federal and state law.
 - [Preliminary Service Array](#) – A list of services and service referrals the CWTDC believes should be available and accessible to all children and families involved in the child welfare system. The CWTDC understands that with current budgetary constraints, all the services listed may not be affordable immediately. The federally and state mandated services will be the first priority.
 - [Preliminary Service Array Definitions](#) – A list of generic definitions for each item on the *Preliminary Service Array* to convey the intent of the CWTDC.
 - [Definition for Child Welfare Evidence-Based and Promising Practices](#) – The CWTDC determined that the definitions and rating scales used by the California Evidence-Based Clearinghouse to rate practices and programs should be used as a primary resource in Washington State.
 - [An informal opinion letter](#) from the Attorney General’s Office in response to questions from the CWTDC related to the AGO’s role in providing legal services in dependency and termination matters where a private contractor is responsible for case management in the Part 2 demonstration sites. Ultimately, the AGO concludes, “while the questions posed raise important practical considerations in designing a new child welfare system, the answers to the questions do not impose legal barriers to implementing SSHB 2106” (p. 1).

ATTACHED DOCUMENTS

- [Agenda](#) from June CWTDC Quarterly Meeting
- [Minutes](#) from June CWTDC Quarterly Meeting
- [Presentation](#) by Assistant Secretary Revels Robinson on Part 1
- [Domains and Indicators used to Measure Outcomes](#)
- [Values and Principles used to Determine Preliminary Service Array, Preliminary Service Array, Preliminary Service Array Definitions](#)

- [California Evidence-Based Clearinghouse Definition for Child Welfare Evidence-Based and Promising Practices](#)
- [Informal opinion letter from Attorney General's Office](#)

SYNOPSIS OF THE JUNE 14-15, 2010
CWTDC MEETING

The fifth meeting of the CWTDC was held on June 14 and 15, 2010. The entire committee was present except for the birth parent representative (who was ill) on the first day, although an alternate attended on the second day. For IPAC members who were unable to attend, alternates were sent in their place. There was also a strong turnout of stakeholders.

June 14, 2010

WELCOME, INTRODUCTIONS AND AGENDA OVERVIEW

During introductions, CWTDC co-chair Judge Leonard Costello welcomed new committee member Mary O'Brien, who will be replacing Marian Harris. Mark Courtney announced that he is returning to the University of Chicago and will be replaced on the CWTDC by POC Executive Director, Benjamin deHaan.

REVIEW PROCUREMENT AND CONTRACTING PROCESS AND REQUIREMENTS

Andrew Kramer of the Central Contract Services Operations Support and Services Division of DSHS, [presented](#) on competitive procurements, including what competitive procurements are, why DSHS conducts competitive procurements, the four phases of the process, the RFP process and an overview of the steps required to complete each phase. He also offered a preliminary RFP timeline.

PERFORMANCE-BASED CONTRACTING UPDATE AND DISCUSSION

Assistant Secretary Denise Revels Robinson gave an [update](#) on CA's work to date to carry out Part 1 - Performance Based Contracting - of House Bill 2106, which requires CA to convert and consolidate its child welfare services contracts into performance based contracts. Update items included a progress update, review of core concepts, review of assumptions, expected results, overview of current thinking, and next steps.

She mentioned that private philanthropic funding has been secured to conduct an assessment of service strengths, gaps and needs in Washington State. This information will help CA as they finalize their funding model and develop the RFP, as well as providing additional information to providers throughout the state. Asst. Secretary Revels Robinson reported that a national consultant, Tony Broskowski, has been hired to aid CA in risk/financial modeling for the development of a payment model. Also, contact was made with the Region 10 federal office staff in response to TDC members' concerns that DSHS did not

have the authority to contract with private agencies to deliver child welfare services. The Region 10 federal office said that Washington State may contract with private agencies to provide services, assuming that these private agencies will maintain compliance with federal policies, and also offered training on federal policies to Washington State private agency partners. Lastly, she explained that CA is working with Human Resources staff to create quality assurance positions to include fiscal and program expertise.

Asst. Secretary Revels Robinson explained that one of the goals of Performance-Based Contracting is to increase community capacity and ensure a consistent service array for every family in each region of the state. Each Master Contractor will be responsible for providing – either directly or by subcontracting – and coordinating the full service array for the children and families in their geographic area. This will reduce the actual number of contracts managed by Children’s Administration, while improving access to services for the children and families served. Each Master Contractor is to have a group of “care coordinators” that will work directly with Children’s Administration social workers. It will be this team, care coordinator and social worker, which will work with the parents, relative, foster parents, youth and children to ensure their voices are heard and their needs are being identified and addressed.

Asst. Secretary Revels Robinson presented a timeline for the RFP process. In October/November, CA will issue the Request for Proposals (RFP) for Master Contractors to provide services in the six administration regions. The RFP’s will be scored by an independent group of evaluators and contracts will be awarded in the March/April 2011 timeframe. Then, there would be a 90-day start-up phase during the summer of 2011, allowing time for capacity building. Referrals to Master Contractors will not start until each Master Contractor passes an on-site readiness review to ensure that each is prepared to organize and coordinate and/or deliver all required services.

She stated that performance will be tied to payment, and that outcomes will be used. She talked last about funding sources and budget assumptions and what payment models CA is considering. She communicated that the long-term goal is to have Master Contractors help CA serve more children and families with the same level of funding (i.e., fewer dollars going to placements so more funds can go to in-home and community-based services).

Asst. Secretary Revels Robinson stated that the discussions that are occurring in the community have been a wonderful opportunity to explore Washington State’s strengths as well as areas that need attention. She encouraged everyone to continue to submit questions and concerns as they surface.

BREAKOUT GROUP ASSIGNMENTS

Performance Based-Contracting experts Charlotte McCullough (Principal Consultant, McCullough and Associates) and Mary Armstrong (Assoc. Dir., Div. of State and Local Support, Univ. of South Florida) reviewed the breakout group

assignments. Charlotte McCullough stated that the purpose of the breakout groups was to get committee members input on a number of key issues regarding the RFP and scoring.

The committee members were asked to respond to the following questions:

1. Who should score the RFPs?
2. What should be the key qualifications for a Master Contractor?
3. What is the best transition plan for moving from current contracts to Master Contracts?
4. What should be included in the on-site readiness review?

The breakout groups elected representatives, Maureen McGrath and Liz Mueller respectively, who then presented summaries of the group discussions.

MEETING WRAP-UP AND Q&A WITH ASST. SECRETARY DENISE REVELS ROBINSON

Asst. Secretary Revels Robinson announced that she would amend her presentation in response to CWTDC input over the course of the day. She emphasized again that it will be a team, the Master Contractor care coordinator and the social worker, that will work with parents, relatives, foster parents, children and older youth to ensure their voices are heard and their needs are being identified and addressed.

JUNE 15, 2010

[OUTCOMES AND EVALUATION ISSUES ADVISORY COMMITTEE REPORT](#)

Advisory Committee Co-Chair Ken Nichols, CA Region 2 Administrator, and Partners for Our Children Research Director Mark Courtney reviewed the advisory committee's responses to the suggestions for revisions submitted by the CWTDC during the March quarterly meeting. The CWTDC voted and accepted the *Domains and Indicators Used to Determine Outcomes* document. Committee members will attend other Advisory Committee meetings, as appropriate.

[SITE SELECTION AND TRANSITION ISSUES ADVISORY COMMITTEE REPORT](#)

Advisory Committee co-chairs Nancy Sutton, CA Region 5 Administrator, and Jeanine Livingston, WA Federation of State Employees, explained to the CWTDC that the deadline for site selection for Part 2 was extended. The new deadline is September. The Advisory Committee decided to wait to make a recommendation on demonstration sites until more decisions were made on Part 1 – Performance Based Contracting. The Advisory Committee has also begun to compile a list of issues that needs additional consideration.

[FINANCIAL ISSUES ADVISORY COMMITTEE REPORT](#)

Advisory Committee co-chairs Carole Holland, Senior Budget Assistant to the Governor, Office of Financial Management, and Sharon Osborne, CEO, Children's Home Society of Washington, updated the CWTDC on committee discussions including data systems, infrastructure, and start-up costs for

private providers and their work with the Children's Administration finance group to understand the development of the Performance Based Contracting financial model to assist in informing the Phase 2 financial model.

LEGAL AND PRACTICE ADVISORY COMMITTEE REPORT

Advisory Committee co-chairs Judge Chris Wickham, Thurston County Superior Court, and the Hon. Liz Mueller, IPAC Chair, Jamestown S'Klallam Tribe, let the CWTDC know the Advisory Committee incorporated CWTDC recommendations and changes to three documents: [Principles and Values to Determine Core Services](#), [Preliminary Service Array](#), and [Service Array Definitions](#). They also agreed to common definitions for [Evidence-Based and Promising Practices](#). The CWTDC accepted the documents with minor revisions.

Judge Wickham reported that the Advisory Committee formulated a [list of questions](#) that was submitted (with the assistance of Senator Hargrove) to the Attorney General for an [informal opinion](#). Judge Wickham announced that they already received a response and summarized some of the key points.

Steve Hassett, a member of the Legal and Practice Advisory Committee and an Assistant Attorney General, explained the questions that were posed were not all of the legal questions compiled by the advisory committee, just those that were "threshold" questions that needed immediate clarification. Ultimately, he said, the issues around liability would need to be clarified in the contract process; e.g., coverage, level of coverage, etc. He also described issues arising from Washington being a "joint and several liability" state.

NEXT STEPS

Starting in October, the CWTDC will meet for one-day each month through December of 2010. At the November meeting, the CWTDC will review the frequency of meetings following December.