

Examples of Performance Expectations Linked to Payments

(These examples ARE NOT to be viewed as “models” that Washington should replicate. They are simply examples of how other states have linked performance measures to payments for different types of contracts. I have many more if wanted.)

IOWA- Family Safety, Risk, and Permanency (FSRP) Contracts

Performance Area
1. (a) 1-hour response time; (b) face-to-face w/in 24 hours, (c) 1 st contact email to DHS
2. Daily face-to-face w/child/parents as identified in safety plan
3. Case contact updates to DHS w/in 24 hours
4. Summary to DHS by 15 th day for each unit provided.
1. (a) Face-to-face contact w/in 5 days, (b) confirmation email to DHS w/in 24 hours.
2. (a) Face-to-face w/ family every 7 days for 1 st 30 days, (b) contact w/ all children at least once in 1 st 30 days.
3. Face-to-face contact w/ family and all child victims at least once every 30 days after 1 st 30 days
4. Electronic case progress report every 30 days
5. Case termination summary w/in 14 days DHS closes the case

FSRP Performance That is Linked to Pay

Outcome Area
1. Children are not removed from home during or for 6-months after services (\$250)
2. Children are safe from maltreatment during and for 6 months post service (\$100)
3. Family services provided for 10 -14 months (10% reduction in base pay)
4. Family services provided for 15 months or longer (15% reduction in base pay)
5. Children reunited w/in 12 months; remain home for 6 months post-reunification (\$500)
6. Children placed in finalized adoptive or guardianship w/in 24 months (\$500)
7. PIP penalty- 1 % reduction after 6 months if PIP does not achieve specified benchmarks; 2% pay reduction if 2 nd PIP fails to reach benchmarks after 6-months.

NEBRASKA- Lead Agency Contracts (in-home and foster care)

Start-up contracts were awarded several months ago and agencies began implementation November 1, 2009. The payment is a global budget (divided into equal fixed monthly payments). The intent is to move to a “family case rate” in future years. Contracts include CFSR and ASFA related outcomes and measures. There are performance-based incentives and penalties attached to a limited number of “outcomes” or process measures:

INCENTIVES AND PENALTIES

The performance measures outlined below will be measured beginning the date the Contractor assumes service coordinator responsibility.

Incentives: In the event the Department receives a federal adoption incentive payment, the Contractor will receive a percentage of the incentive payment equal to the percentage of adoptions completed for children of families assigned to Contractor. Incentive payments will be made for each applicable federal fiscal year beginning October 1, 2009.

Penalties:

1. The Contractor and subcontractors staff are required to report when there is reasonable cause to believe that a child has been abused or neglected as defined under NRS §28-711. If a determination is made that a Contractor or subcontractor employee did not report as statutorily required a penalty will be assessed to the Contractor.
 - Penalty Range from \$5,000 to \$25,000.
 - This penalty will be applied on an incident basis.
2. Should acts or omissions of the Contractor or subcontractors cause a child or community to be unsafe, as determined by the Department, penalties may be imposed.
 - Penalty Range of \$5,000-\$25,000 penalty.
 - This penalty will be applied on an incident basis.
3. Within two (2) hours of being notified of an active current safety threat as identified by the CFS specialist on-site, the Contractor will provide required safety service. Related Outcome Measure B.2. The contractor is responsible for reporting to the Department by the 15th of the following month all cases in this category.
 - Penalty range of \$2,500 to \$7,500
4. Within two (2) hours of being notified by the CFS Specialist of the need for an effective intervention to control the conduct of a youth in order to protect the community, the Contractor will provide or arrange for service sufficient to maintain community safety. Related Outcome Measure B.4. The contractor is responsible for reporting to the Department by the 15th of the following month all cases in this category.
 - Penalty range of \$2,500 to \$7,500

5. Face to face contact with the primary caregiver within one (1) calendar day of referral of new cases. Related Outcome Measure A.1.
 - This penalty will be calculated and assessed quarterly.
 - Penalty range \$1,000 to \$15,000 with consideration being given to the extent that the contractor fails to meet the 98% benchmark. The group will also consider the average number of days during the most recent quarter it takes the Contractor to respond in penalty assessment.

6. Should acts or omissions on the part of the Contractor cause a scheduled visit between the child and parent/care-giver to be missed, a penalty will be assessed.
 - Penalty Range \$1,000 to \$15,000
 - If the contractor causes one or more child/ren to be left out of the visit, as determined by visitation plan and/or court order, due to acts or omissions on the part of the contractor.
 - This penalty will be applied on a per visit basis.

7. Youth recommended for release from detention will be placed within two (2) days of the receipt of written notification from the CFS Specialist approving the release or receipt of a copy of the Court order ordering the release of the child. Failure to comply will result in the Contractor being assessed a \$400/day penalty. Related Outcome Measure: L.1.

Kansas - Reintegration, Foster care, and Adoption Lead Agency Contracts

Kansas awards regional lead agency contracts - currently reimbursed on a per month/per case rate (annual case rate). Kansas uses national data standards for safety, federal composite standards for permanency in the Child and Family Services review, and an outcome indicator that children are placed in a family like setting. Kansas does not directly link incentives to any outcome measurees BUT Kansas heavily weighs performance when contracts are rebid. In addition to the CFSR outcomes/measures, Kansas also has a standard for stability and 6 "Success Indicators." (The RFP has operational definitions not included):

Placement Setting	Population Cohort	Standard	Source
Placement in Family Like Setting	Children in OOH placement	90%	FACTS placement codes

Success Indicator #1: Same School	Population	Data Source
Children are entitled to remain in their same school whenever possible.	Children in OOH placement	FACTS placement codes same school indicator
Success Indicator #2: Siblings	Population	Data Source
Children are entitled to live with other siblings in care whenever possible.	Children in OOH	FACTS placement codes sibling indicator
Success Indicator #3:Relatives	Population	Data Source
Children are entitled to live with relatives while in care whenever possible.	Children in OOH	FACTS placement codes
Success Indicator #4:Credits	Population	Data Source
Youth age 15 and older in foster care will obtain a full set of credits each semester.	Youth age 15 and older in foster care.	iGRAD SCRIPTS
Success Indicator #5:Diploma or GED	Population	Data Source
Youth who age out of foster care will have achieved a high school diploma or GED.	Youth who age out of foster care	iGRAD FACTS
Success Indicator #6:Positive Role Model	Population	Data Source
Youth who end custody at age 18 or older have an adult who is invested in their future.	Youth who age out of foster care	Provider Monthly Report

denominator, subtract from 1, and state as a percentage.

Safety Outcome 2* (SFOC 2): Children are safe when returned to their families, placed with kinship caregivers, or adopted.

Performance Period: IA performance on this outcome will be measured throughout the Transition and Operational phases.

Financial Incentives: No

Financial Remedies: Yes

Indicator: Percent of children served by the IA's Model that are returned to their families, placed with kinship caregivers, or adopted and do not experience a validated incident of maltreatment during the first 12 months following the date that DFPS' legal conservatorship is dismissed.

Target: 100%

Purpose: The purpose of this measure is to evaluate the IA's Model's success at finding safe permanent placements for children.

Definition(s): The date that DFPS' legal conservatorship is dismissed is the date the court renders an order ending DFPS' legal conservatorship of a child. A validated incident of maltreatment means an incident for which a disposition of Reason To Believe (RTB) is determined and entered into the IMPACT system following an investigation by DFPS staff.

Data Source: IMPACT.

Methodology: The numerator is the total number of children for whom DFPS' legal conservatorship is dismissed after being served by the IA's Model who subsequently become a victim in a validated incident of maltreatment within 12 months of the date that DFPS' legal conservatorship was dismissed. A child is counted in the numerator only if the validated incident occurs during the Performance Period. The denominator is the total number of children served by the IA's Model for whom DFPS' legal conservatorship is dismissed within 12 months prior to any day in the Performance Period. Divide the numerator by the denominator, subtract from 1, and state as a percentage.

Permanency

Permanency Outcome 1* (PMOC 1): Children are quickly returned to their families or placed permanently with kinship caregivers.

Performance Period: IA performance on this outcome will be measured during the Operational phase.

Financial Incentives: Yes

Financial Remedies: Yes

Indicator: Percent of children that achieve family reunification or permanent placement with a kinship caregiver and are no longer in DFPS' legal conservatorship within 12 months of the date DFPS refers a child to the IA.

Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage but in no event will the target be below the target identified in this RFP.

Purpose: The purpose of this measure is to evaluate the IA's Model's effectiveness in achieving family reunification or finding permanent kinship caregiver placements for children within a limited timeframe.

three months of data for each analysis (September – November; December – February; March – May; June – August). Should the Operational phase begin after a quarter begins, the initial quarterly analysis will use data only for the time remaining in the quarter the Operational phase began. For example, if the Operational phase begins on January 5, the first quarterly analysis will include data for January 5 through February 28 (or 29).

Methodology: The numerator is the unduplicated number of children in substitute care during a quarter (3-month period of time) living in the least restrictive and appropriate setting. The denominator is the total unduplicated number of children in substitute care during the same quarter. Divide the numerator by the denominator, multiply by 100, and state as a percentage.

Continuity of Family and Community Connections

Continuity Outcome 1* (CTOC 1): Children are placed with siblings.

Performance Period: IA performance on this outcome will be measured during the Operational phase.

Financial Incentives: Yes

Financial Remedies: Yes

Indicator: Percent of sibling groups where at least two siblings in the group are placed together in the same substitute care facility or home.

Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage that is above the previous year’s performance but in no event lower than what is required in this RFP.

Purpose: The purpose of this measure is to evaluate the IA’s Model’s ability to maintain continuity of family connections for children with siblings who are also in substitute care.

Definition(s): A sibling group consists of two or more children from the same family who are placed in DFPS’ legal conservatorship. If one or more members of sibling group that were placed together is/are subsequently placed in hospital setting during the Performance Period, that sibling group will be counted as placed together

Data Source: IMPACT

Methodology: The numerator is the number of sibling groups in substitute care served by the IA’s Model where at least two of the siblings in each group are placed together in a home or facility for the duration of the Performance Period or until one child in the group that is placed together is no longer in DFPS’ legal conservatorship. The denominator is the total number of sibling groups in substitute care during the Performance Period. Divide the numerator by the denominator, multiply by 100, and state as a percentage.

Continuity Outcome 2* (CTOC 2): Children are placed in close proximity to their home communities.

Performance Period: IA performance on this outcome will be measured during the Operational phase.

Financial Incentives: Yes

Financial Remedies: Yes

Indicator: Percent of children in DFPS’ legal conservatorship that remain in a home county or in a county with a contiguous border to a home county throughout the Performance Period.

Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage that is above the previous year’s performance but in no

event will it be lower than what is required in this RFP.
Purpose: The purpose of this measure is to evaluate the IA's Model's ability to place children in close proximity of their home communities.
Definition(s): Home county is the county in which DFPS was granted legal conservatorship of a child.
Data Source: IMPACT
Methodology: The numerator is calculated by adding, for each county in the region served by the IA, the number of children in substitute care who are served by the IA's Model and are placed and then remain in the county of conservatorship or a contiguous county during the Performance Period. The denominator is the total number of children in DFPS' legal conservatorship during the Performance Period with a home county in the region served by the IA. Divide the numerator by the denominator, multiply by 100, and state as a percentage.

Well-being

Well-being Outcome 1 (WBOC 1): Clients benefit from services.

Performance Period: IA performance on this outcome will be measured during the Operational phase.
Financial Incentives: No Financial Remedies: No
Indicator: Percentage of Clients served by the IA's Model that self-report the services they receive are of benefit to them and/or their families.
Target: An initial target for this measure will be set for the Performance Period beginning September 1, 2008 and ending August 31, 2009. That target will be set above a baseline that is determined from a survey questionnaire administered to a sample of families and children served between January 1, 2008 and August 31, 2008. For each subsequent year, the target may be adjusted by an agreed upon percentage in a manner to improve this outcome.
Purpose: The purpose of this measure is to evaluate the IA's Model's ability to provide services that promote the well-being of Clients.
Definition/Indicator: Percent of survey participants that self-report that some or all of the services they are receiving help to stabilize, improve, or maintain improvements to their family situations.
Data Source: Survey questionnaire approved by DFPS.
Methodology: The numerator is the number of survey questionnaires with a to-be-determined number of positive or affirmative responses to service-related questions. The denominator is the total number of survey questionnaires returned. Divide the numerator by the denominator, multiple by 100, and state as a percentage.

Well-being Outcome 2 (WBOC 2): Youth aging out of DFPS' legal conservatorship, exiting foster care after their 18th birthday, and exiting the PAL program after their 18th birthday have high school diplomas.

Performance Period: IA performance on this outcome will be measured during the Operational phase.
Financial Incentives: Yes Financial Remedies: Yes
Indicator: Percent of youth that have a high school diploma at the time they age out of DFPS'

legal conservatorship, exit foster care after their 18 th birthday, or exit the PAL program after their 18 th birthday.
Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage but in no event will the target be lower than what is required in this RFP.
Purpose: The purpose of this measure is to evaluate the IA's Model's ability to prepare youth for adulthood by ensuring emancipating youth have completed high school.
Definition(s): Youth may age out of the foster care system at 18 years of age or opt to continue foster care up to the age of 22 for purposes of completing high school or its equivalent. Youth may also opt to receive PAL services after their 18 th birthday. Youth who turn 18 years but are still attending school when the Performance Period ends are excluded from the measure.
Data Source: Youth case records
Methodology: The numerator is the number of youth that possess a high school diploma, or its equivalent, at the time they age out of DFPS' legal conservatorship, or after they exit foster care or the PAL program if they are 18 or older during the Performance Period. The denominator is the total number of youth that age out of DFPS' legal conservatorship or exit foster care or the PAL program if they are 18 or older and are no longer in school during the Performance Period. Divide the numerator by the denominator, multiply by 100, and state as a percentage.

TEXAS SYSTEM IMPROVEMENT MEASURES

System improvements achieved through the Contract should include increased availability of resources for Clients, improved case management services, reduced racial disparities in outcome achievement, and enhanced community engagement.

Resources for Children and Families

System Improvement Measure 1 (SIM 1): **Initial placements for children are in family homes.**

- **Performance Period:** Initial Performance Period begins September 1, 2008 and ends August 31, 2009 (i.e., FY 2009). Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- **Purpose:** The purpose of this measure is to evaluate the IA's ability to increase the availability of initial placement options for children that do not require placements in restrictive environments.
- **Indicator:** Percentage of initial placements made in family homes.
- **Target:** Above regional baseline for fiscal year 2008. For each subsequent year, the target may be adjusted to an agreed upon percentage that improves the baseline and improves the System.

System Improvement Measure 2 (SIM 2): **Youth aging out of DFPS legal conservatorship are employed or enrolled in or attending a college, university, or trade school.**

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to improve successful transition of youth aging out of DFPS legal conservatorship to adulthood.
- Indicator: Percentage of youth aging out of DFPS legal conservatorship who are employed or enrolled in college, university or trade school, or attending a college, university or trade school.
- Target: Above regional baseline for FY 2008. For each subsequent year, the target may be adjusted to an agreed upon percentage that improves the baseline and improves the System.

System Improvement Measure 3 (SIM 3): Children for whom DFPS has permanent managing conservatorship will have stable placements.

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to decrease the number of placement moves experienced by children in substitute care longer than 12 months.
- Indicator: Average number of placement changes per year per child for all children who are in the permanent managing conservatorship of DFPS.
- Data Source: IMPACT
- Target: Below regional baseline for FY 2008. For each subsequent year, the target may be adjusted to an agreed upon average that improves the baseline and improves the System.

System Improvement Measure 4 (SIM 4): Fewer children age out of foster care.

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to find adoptive families for children who cannot be returned home or cannot be placed with kinship caregivers.
- Indicator: The percentage of youth that age out of foster care during a Performance Period. The percentage is calculated by dividing the number of youth that age

out of foster care during the Performance Period by the number of youth and children for which DFPS conservatorship is dismissed during the Performance Period.

- Data Source: IMPACT
- Target: Below regional baseline for FY 2008. For each subsequent year, the target may be adjusted to an agreed upon percentage that improves the baseline and improves the System.

Case Management Services

System Improvement Measure 5 (SIM 5): **All children have, at a minimum, monthly face-to-face contact with their case managers.**

- Performance Period: Initial Performance Period begins June 1, 2007 and ends August 31, 2007. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to ensure that all children are seen and interact with their case managers regularly.
- Indicator: Percentage of children for whom DFPS has legal conservatorship that have had at least one (1) monthly face-to-face contact with their case managers.
- Target: Above regional baseline for FY 2008. For each subsequent year, the target may be adjusted by an agreed upon percentage that improves the baseline and improves the System.

System Improvement Measure 6 (SIM 6): **Children and families have continuity in case management.**

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to ensure Clients retain the same case managers while being served by the IA's Model.
- Indicator: Average number of case manager changes per Client during the Performance Period.
- Target: Below regional baseline for FY 2008. For each subsequent year, the target may be adjusted by an agreed upon percentage that improves the baseline and improves the System.

Reduced Racial and Ethnic Disparities

System Improvement Measure 7 (SIM 7): **Achievement of all child and family outcomes will be similar, if not the same, for Clients of all races and ethnic backgrounds when adjusted for relevant factors.**

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to reduce disparity in the achievement of outcomes for children and families across all racial and ethnic groups.
- Indicator: For child and family outcomes SFOC 1, SFOC 2, PMOC 1, PMOC 2, PMOC 3, PMOC 4, PMOC 5, and WBOC 2, the extent to which differences in achievement of each outcome is reduced between racial and ethnic groups.
- Data Source: IMPACT
- Target: Percent difference between any racial or ethnic group on the achievement of each outcome is below regional baselines for FY 2008. For each subsequent year, the targets may be adjusted by an agreed upon percentage that improves the baseline and improves the System.

Community Engagement

System Improvement Measure 8 (SIM 8): **Community-based organizations have favorable relationships with the IA.**

- Performance Period: Baseline data to be collected for the period beginning June 1, 2007 and ending August 31, 2007. Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to ensure community engagement in the development and operation of a quality system of care for Clients.
- Indicator: Percentage of community survey questionnaires that have favorable responses to community-IA relationship items.
- Target: The target for this measure will be determined after an initial baseline is determined using the data collected from a survey covering the June 1, 2007 – August 31, 2007 period.

AN EXAMPLE OF AN UNRELEASED RFP FOR CASE MANAGEMENT

Payment Components

The payment structure has five key components. It includes: (1) a monthly case management payment that will vary by Contractor depending upon the number of children served and the negotiated fixed rate, (2) cost reimbursement to the Contractor(s) for support services; (3) a payment for new referrals, (4) incentive payments and disincentives linked to permanency/stability measures; and (5) a fixed rate for the Transition Phase, as detailed below.

Fixed Rate for Case Management Services

- (1) The department shall reimburse Contractors for case management and case planning services based upon a negotiated annual case management rate per child referred. The government estimate of the case management rate is \$XX,000.00 per child. Offerors shall propose a per child case management rate for the base year and each of the two optional years, using the government estimate as a guide.
- (2) The case management rate shall cover the direct, indirect, and administrative costs of providing case management and case planning services that comply with service requirements defined in section XXX and that support the Offeror's proposed case management model.
- (3) The case management rate shall not include the costs of room and board, placement supervision, therapeutic or non-therapeutic services, or other supports not specified in the proposal.
- (4) The department will secure placement and placement support services through separate contracts, and service or supports provided to the child or family shall be invoiced and reimbursed separately from case management services.

Cost Reimbursement for Services

- (1) When the child and family are not eligible for services funded by other sources, the department will continue to pay for services required to ensure child safety and well-being and to promote timely achievement of permanency goals.
- (2) Offerors shall propose a rate for each year of the contract. The cost proposal shall detail the types of support services, service units, and total costs of supportive services that the Offeror expects to provide directly or procure for children and/or their parents for which they will seek department reimbursement.
- (3) The department shall reimburse for actual services provided.
- (4) Offerors are encouraged to propose strategies to maximize the use of Medicaid and other federal or state funds for allowable services required by each eligible child and his/her family.

Referral Payments

The contract includes a payment of \$1,000.00 at the time of a referral of a new case.

Transition Payment

Offerors shall propose a fixed price for the 3-month start-up phase (from X date – to X date). Transition funds cover the administrative costs of planning for the transition of the legacy cases and for staff and infrastructure to begin accepting referrals for new cases.

Incentives/ Disincentives Linked To CFSR Measures

For the first 12 months of the contract, the department shall use the following CFSR permanency measures to assess performance that will be linked to incentive payments. Following the first 12-months, the department may change measures and/or incentive/disincentives.

Performance-based Incentives Linked to CFSR Measures

- (1) *Reunification Within 12 Months of Entry (New Cases Only)*
 - a. Measure: All children discharged from foster care to reunification (including children reunited with parents) who were referred to the Contractor as a new case, were in foster care for 8 days or longer, and were reunified within 12 months from the date of the most recent entry into foster care.
 - b. Incentive: A child specific payment of **\$7,000** shall be made within two months of the quarter end for each child that is reunited in that quarter as documented in SACWIS, and verified by the department.
- (2) *Reunification Within 13-24 Months of Entry*
 - a. Measure: All children discharged from foster care to reunification (including children reunited with parents or relatives) who were in foster care for 13-24 months before being reunified with parents.
 - b. Incentive: A child specific payment of **\$4,000** shall be made within two months of the quarter end for each child that is reunited in that quarter as documented in SACWIS, and verified by the department.
- (3) *Adoption and Legal Guardianship Within 24 Months of Entry*
 - a. Measure: Each finalized adoption or legal guardianship in which a child's adoption or guardianship was finalized within 24 months of the child's most recent entry into foster care.
 - b. Incentive: A child specific payment of **\$10,000** shall be made within two months of the quarter end following the child's finalized adoption or legal guardianship in that quarter as documented in SACWIS.
- (4) *Permanency for Children With Long Lengths of Stay in Foster Care*

- a. Measure: Reunification, finalized adoption, or legal guardianship for a child who had been in care for 25 months or longer prior to achieving permanency.
- b. Incentive: A child specific payment of **\$2,500** shall be made within two months of the quarter end for each child that was reunited with parents, or had a finalized adoption or legal guardianship in that quarter, as documented in SACWIS.

Disincentives Linked to CFSR Permanency Measure

(1) *Re-entry Disincentive*:

- a. Measure: If a child assigned to the Contractor is adopted, reunited with parents or placed permanently with kin (under legal guardianship) and re-enters foster care at any time for the duration of the contract, the Contractor shall accept responsibility for providing case management and support services when the child returns but the Contractor shall receive a reduced rate.
- b. Disincentive
 - i. For any child returning to care, the Contractor shall not receive the lump sum referral payment when the child is referred back to the Contractor;
 - ii. If the child re-enters within the first six months (180 days) from the exit date, the Contractor shall receive no new funds for case management services for the first 12 months after the child re-enters care;
 - iii. If the child re-enters within 7-9 months (181-270 days), the Contractor shall receive 50% of its original case management rate for 12 months after the child re-enters care;
 - iv. If the child re-enters within 10-12 months (271-365 days), the Contractor will receive 75% of its original case management rate for the 12 months after the child re-enters care; and,
 - v. If the child re-enters after 12 months (366 + days), the Contractor will receive 100% of the monthly case management service rate but not the initial lump sum at the time of referral.

Disincentives Linked To Other Performance Requirements

The department shall impose child-specific financial disincentives in seven (7) areas:

(1) *Worker visitation with children placed in out-of-home care*:

- a. Measure: Of all the children served by the Contractor in the reporting month, the number of children who did not have at least one social worker visit in their placement setting for the reporting month, as documented in SACWIS.

- b. Disincentive: **\$300** disincentive for each child not seen in their placement setting on a monthly basis, calculated and applied monthly.
- (2) *Worker visits for the first four weeks after a child is placed in foster care and following a placement change:*
 - a. Measure: Of all the children served by the Contractor in the reporting month, the number of children who did not have weekly visits for the first four weeks of placement or following a placement move, as documented in SACWIS
 - b. Disincentive: **\$300** disincentive for each child not seen on a weekly basis for the first four weeks of placement and following a placement change, calculated and applied monthly.
- (3) *Child Visitation with Parent (when the goal is reunification):*
 - a. Measure(s): Of all the children served by the Contractor in the reporting month with a goal of reunification, the number of children who did not have a visit with his/her parents in the reporting month (unless suspended by the court), as documented in SACWIS.
 - b. Disincentives: **\$300** disincentive for each child with a goal of reunification who did not have a visit with parents, calculated and applied monthly.
- (4) *Child Visitation with Siblings (when placed apart):*
 - a. Measure: Of all the children served by the Contractor in the reporting month with siblings that are placed apart, the number that did not have at least one visit in the reporting month with one or more of his/her siblings, as documented in SACWIS.
 - b. Disincentive: **\$300** disincentive for each child who did not have a visit with at least one separated sibling (unless documentation is provided that visits are inappropriate), calculated and applied monthly.
- (5) *Multiple Placements:*
 - a. Measure: The number of children who had two (2) or more placements in a 12 month period (excluding a move to permanency), as documented in SACWIS.
 - b. Disincentives: **\$600** per child calculated and applied annually.
- (6) *Placement in Pre-Adoptive Home:*
 - a. Measure: The number of children who had adoption as a permanency goal who were not placed in a pre-adoptive home within nine (9) months of the goal being established, as documented in SACWIS.
 - b. Disincentives: **\$800** per child disincentive for each child with a goal of adoption who was not placed in a pre-adoptive home within nine months as documented in SACWIS, calculated monthly and applied annually.