



**CHILD WELFARE TRANSFORMATION DESIGN COMMITTEE
SECOND QUARTERLY REPORT**

OCTOBER – DECEMBER 2009

Background:

- The Child Welfare Transformation Design Committee's (CWTDC) responsibility is to make recommendations to the Legislature and the Governor regarding the use of performance-based contracts for the delivery of child welfare services and, in two demonstration sites, make recommendations regarding the transfer of child welfare responsibilities from the state Children's Administration (CA) to private agencies.
- There are currently 24 members on the committee (attached).
- Denise Revels Robinson, Assistant Secretary of the Children's Administration, and Judge Leonard Costello, retired, serve as co-chairs.
- The CWTDC is required to report quarterly to the Governor and the Legislative Children's Oversight Committee.

Summary of Accomplishments:

- The CWTDC named co-chairs; established a quarterly meeting schedule; and developed a timeline of important dates, as well as ground rules and guiding principles.
- Four advisory subcommittees have been established to research, review, and analyze the committee's areas of focus and then bring recommendations to the full committee for consideration. The advisory committee co-chairs have begun meeting monthly with the CWTDC co-chairs to review agendas and amend areas of focus, as appropriate. The advisory committees include the Advisory Committee on Legal and Practice Issues, Advisory Committee on Outcomes and Evaluation Issues, Advisory Committee on Financial Issues, and Advisory Committee on Selection of Demonstration Sites and Transition Issues. Since their initial establishment, each committee has added members to gain broader perspectives and ensure that all stakeholder voices are included. (Advisory committee agendas and minutes can be found on the CWTDC website at www.joinhandsforchildren.org).
- Through publishing public notices; holding public meetings with opportunities for public comment; posting all meeting agendas and

minutes, as well as inviting questions to be asked and answered on the CWTDC website - the CWTDC has ensured full and complete transparency.

- The CWTDC and the DSHS continue to work in a cooperative, collaborative manner to share ideas and information on an ongoing basis.

Summary of Recommendations for Legislature:

Based on work and input thus far, CWTDC would like to recommend:

- That a foster youth be included on the CWTDC and be recognized as a full member with full voting rights.
- That the deadline by which the DSHS CA must convert its current contracts be extended six months to July 1, 2011, to allow CA a period of six months to phase in the performance-based contracts.
- That the evaluation methodology used by the Washington State Institute for Public Policy (WSIPP) to evaluate the demonstration site implementation (Phase II) be random assignment. Random assignment would allow cases in both demonstration sites to be randomly assigned to either a supervising agency or CA within the same site or geographical area.
- That supervising agencies be allowed a six-month phase-in of service delivery in the demonstration sites to assume service delivery for new child welfare cases effective June 30, 2012 and transfer existing cases over the course of six months, concluding on December 31, 2012.
- That the evaluation period for the WSIPP be extended to three years. This allows WSIPP an opportunity for greater statistical validity for outcomes that take longer to achieve (time to adoption, re-entry to care after reunification, etc.); it also reduces the geographic pilot site size. This is accomplished because the full number of cases required would be gained over a longer period of time from a smaller geographic area.

BRIEF SUMMARY OF PREVIOUS MEETINGS
JUNE THROUGH SEPTEMBER, 2009

The first meeting of the CWTDC was held on June 30, 2009. The legislation provides that the Assistant Secretary of CA be one of the co-chairs. Retired Judge Leonard Costello was voted in as the second co-chair. Committee members were briefed on the list of statutorily required duties to be performed and a timeline of important dates, ground rules were established, and guiding principles developed. The CWTDC discussed the formation and use of advisory committees.

On August 4, 2009, the CWTDC convened for a conference call and agreed to establish four advisory committees: The Advisory Committee on Legal and Practice Issues; The Advisory Committee on Outcomes and Evaluation Issues; The Advisory Committee on Financial Issues; and The Advisory Committee on Selection of Demonstration Sites and Transition Issues. It was agreed the co-chairs of the CWTDC would select the co-chairs of the advisory committees.

The second meeting of the CWTDC was held on September 16 and 17, 2009. All CWTDC members attended the meeting and there was a strong turnout of stakeholders. The meeting was devoted to information sharing about the child dependency system in Washington, the basics of performance-based contracting, and the formation of the advisory committees. CA also presented a timeline for implementing the performance-based contracts conversion (Phase I) and planning of the demonstration site implementation (Phase II) based on state contracting rules. The advisory committee structure and membership was confirmed.

CWTDC MEETING
DECEMBER 14-15, 2009

The third meeting of the CWTDC was held on December 14-15, 2009. (Agenda attached. Minutes available at www.joinhandsforchildren.org). The entire committee was present except for two IPAC members who were unable to attend. Alternates were sent in their place. There was also a strong turnout of stakeholders. Assistant Secretary Denise Revels Robinson was introduced as the new co-chair replacing Susan Dreyfus, Secretary of the Department of Social and Health Services, who served as the co-chair during the search process for the new assistant secretary.

Assistant Secretary Revels Robinson took a moment to inform the committee that the name "Join Hands for Children" will take the place of "Accountability in Child Welfare." The reasons for the name change include: the name is more descriptive of the process and the new name has a much stronger focus on children. The

new name is now featured on all committee documents, as well as the URL of the website (www.joinhandsforchildren.org).

Procurement and Contracting Presentation

An overview of procurement and contracting in Washington was presented by Assistants Attorney General, Linda Sullivan-Colglazier and Anne Shaw, and Mark Tyler, Interim Contracts Administrator for the DSHS Central Contract Services, gave the presentation. The presentation was intended to assist committee members in understanding the various categories of contracted services, the procurement process, and timelines needed for various types of contracts. The presenters highlighted issues relating to greater flexibility for contractors to meet the outcomes; better prices; degree of risk transferred to providers; increased incentives to meet outcomes; need for good system of data measurement; factors outside the contractors' control that may limit their ability to achieve positive outcomes; limited initial resources; and the possibility that contractors might not ethically distribute services in search of the shortest distance to achieve outcomes.

CA's Plan for Performance-Based Contracting

Assistant Secretary Revels Robinson then presented the CA's current plans for the performance-based contracts conversion (Phase I) and the planning of the demonstration site implementation (Phase II). She began her presentation by reiterating that the department's goal throughout Phase I and II is to safely reduce the number of children under dependency orders in Washington State. The Assistant Secretary presented an overview of the values that will drive the implementation. (See the PowerPoint presentation attached.) She highlighted the need to build community agency capacity, increase access to services for all, ensure services are culturally competent; and create a better match between needs and services. The transition should build strengths and enhance outcomes. The manner in which the department participates with community agencies is crucial in achieving their goals – this means providing as many opportunities and avenues for communication as possible. Creating stronger partnerships is essential. Finally, Assistant Secretary Revels Robinson underscored her intent for this process to be consistent with the DSHS's mission of creating "one department/one vision."

The model proposed for Phase I is a "Master Contract/Coordinated Care Model" emphasizing the following implementation approaches: team-based, collaborative, individualized, community based, culturally competent, and strengths and outcome based. Under the model, Master Contract Agencies will be responsible for having the required service array equally available to CA clients, the quality of services directly provided and those services subcontracted, and internal quality assurance systems, etc.

CA will continue to perform the following duties: investigate child abuse or neglect allegations, develop the case plan with family which is based upon

assessment of family's strengths and needs, identify the services needed, and access necessary services to address the needs of the child and family through a Master Contractor. The Master Contractor will provide one contact person/care coordinator to work with the social worker who can bring together all the needed services. The care coordinator would ensure that the services are integrated and coordinated between multiple vendors. The care coordinator would also be responsible for convening meetings with service providers to talk about client progress and goals. CA is currently planning to align its Master Contracts around four service categories: family support services; placements, reunification and permanency; treatment placements (BRS); and independent living and educational supports for older foster youth.

Assistant Secretary Revels Robinson solicited feedback and noted that the model laid out is their initial thinking and that they want meaningful feedback and ongoing communication with various stakeholders before finalizing the plan. To foster broad collaboration among stakeholders and local communities, the Assistant Secretary described some communication strategies to be employed by the CA including in-person visits; posting a list of FAQ's on the website; using of key communicators to voluntarily receive and respond to information; and developing a task force.

The CWTDC broke into two groups to respond to four primary questions:

- What do you like most about the approach outlined by the Assistant Secretary Revels Robinson? What are you most concerned about?
- How well do the four service categories support the work we do together with children and families in the child welfare system? What works well? Where are the gaps? Are there needs not being met?
- What could we do to ensure continuity in services provided to children and families during the transition?
- What could we do to promote clear communication with our partners throughout the transition?

Some common themes emerging from the group discussions included the importance of partnership and collaboration, as well as concerns around the timeline and a possible phase-in approach. Most were not surprised by the model presented and agreed in theory. There were several questions on specifics – the group understood that there were many details to be developed throughout the next few months. Assistant Secretary Revels Robinson invited all interested members to participate in a task force the CA is developing around Performance-Based Contracting.

Advisory Committee on Legal and Practice Issues Report and Advisory Committee on Financial Issues Report

Day Two began with reports from the various Advisory Committees. Because the Advisory Committee on Legal and Practice Issues and Advisory Committee on

Financial Issues did not have recommendations to bring to the full committee, they provided updates in writing (attached).

Advisory Committee on Site Selection and Transition Issues Report

The co-chairs of the Advisory Committee on Site Selection and Transition Issues, Jeanine Livingston and Nancy Sutton, updated the CWTDC on additions to their committee membership. (PowerPoint presentation attached). The committee voted to add a foster parent, two social workers, and a former foster youth. Jeanine and Nancy explained that the advisory committee quickly came to the realization that before they could determine site location and size, they would need to examine and discuss the type of evaluation to be used. These different types of evaluations would require different numbers of children to be included in the sample size for comparison purposes.

After receiving information from the Washington State Institute for Public Policy (WSIPP) on various types of evaluation, the advisory committee concluded that trying to control for all the variables in a geographic evaluation (where only supervising agencies would provide case management in one area of the state and comparing that performance against a completely different part of the state with only CA providing service) would be extremely difficult given numerous variables in law enforcement practice, court structures, impact of geography, etc. The WSIPP and the other PBC experts on the CWTDC began looking at an evaluation based on random assignment of cases in two sites on opposite sides of the state. Each case in the demonstration sites would be randomly assigned to either a supervising agency or the Children's Administration. The advisory committee saw real benefits in this model in helping to control for differences between jurisdictions. A system of assigning cases would have to be created to achieve true random assignment of cases. The experts indicated that other states had been able to achieve this. The last model the committee examined was the historical model, which compares the outcomes from a demonstration site with the historical baseline for Washington. The committee discarded this model because two conditions occurred which will potentially invalidate a historical comparison: in February 2009 the CA retired CAMIS, its historical database, and launched FamLink which is configured differently, and with a new contracting model current baselines might be altered.

The Site Selection Committee has also been looking at the overall number of children that would need to be included in the demonstration sites. Once the number of children is determined, they can then begin to look at geographical areas based on historical information on the number of cases within each. They are continuing to look at the number of cases needed to get the sample size sufficient enough to meet the statistical validity needed.

Advisory Committee on Outcomes and Evaluation Issues Report

The Advisory Committee on Outcomes co-chair Marian Harris and committee member Mark Courtney gave an overview of progress to date which included the

addition of a foster parent and a foster youth. (PowerPoint presentation attached). They outlined their main task as defining the outcome domains (safety, permanency and well-being) and performance indicators to be used to measure the outcomes for Children's Administration. They are defining performance indicators as quantifiable measures that can evaluate change in performance over time. These measures will enable CA to see if it is making progress toward its long-term goals over time.

Marian Harris and Mark Courtney reviewed the definitions of the outcomes domains for safety, permanency and well-being that the committee is recommending, as well as the performance indicators developed for safety and permanency. They noted that the committee is still working on the well-being measures and mentioned that although they strongly believe we should be measuring well-being more comprehensively, that it will mean better information sharing between CA and other government and private entities (e.g. schools, health care providers, etc.) The full committee then made some recommendations for revisions and additions. The next step for the committee is to take the input at the TDC meeting and finalize the performance indicators for safety and permanency and continue to work on well-being. The committee will also work with CA to begin developing the standard of care measures to be used in measuring the performance indicators.

The committee then moved to discuss recommendations that it wanted to make in the upcoming Children's Legislative Oversight Committee report. Below are the recommendations on which they agree:

RECOMMENDATIONS FOR CONSIDERATION BY THE LEGISLATURE

- The CWTDC recommends the legislature amend CRW 74.13.368, establishing the membership of the CWTDC to include a foster youth. Since the first meeting, the CWTDC has invited Ian Grant, an alumnus of the foster care system, to participate "at the table" in the CWTDC's discussions. Ian's perspectives and his enthusiasm for participating have enriched the process and the CWTDC believes it appropriate he should be recognized as a full voting member.
- The CWTDC also recommends extending the deadline by which the department must convert its current contracts with service providers into performance-based contracts. This request is intended to allow the CA an additional six months to complete the phase-in of all performance-based contracts. The CWTDC believes this will enhance the transition process for both the agency and its community partners as they implement a new approach to contracting, coordinating, and delivering services.

**CHILD WELFARE TRANSFORMATION DESIGN COMMITTEE
UPDATE**

JANUARY 2010

The Advisory Committee for Site Selection and Transition Issues convened a conference call and online vote, January 14-15, to gain the CWTDC's agreement to bring the following recommendations forward. Below are the recommendations on which the CWTDC voted and agreed:

ADDITIONAL RECOMMENDATIONS FOR CONSIDERATION BY THE LEGISLATURE

- The CWTDC recommends the legislature amend CRW 74.13.368 to ensure the evaluation methodology used by the WSIPP to evaluate Phase II be random assignment. (Memo from the Site Selection and Transition Advisory Committee to the CWTDC with its recommendation is attached.) Random assignment would allow cases in both demonstration sites to be randomly assigned to either a supervising agency or CA within the same site. The CWTDC, as well as WSIPP, believe that having CA continue to provide case management services within the same sites as the supervising agencies reduces the number of variables that need to be controlled (law enforcement response, court response, impact of geography, etc.)
- The CWTDC also recommends extending two dates for the implementation and evaluation of the demonstration sites (Phase II).
 - The first request by the CWTDC is to allow supervising agencies to assume service delivery for new child welfare cases effective June 30, 2012 and transfer existing cases over the course of six months, concluding on December 31, 2012. The TDC believes this will allow more time for supervising agencies to build service capacity after being awarded a contract (CA's timeline has contracts being awarded September, 2011) and provide for a smoother transfer of cases.
 - The second request by the CWTDC is to extend the evaluation period for the WSIPP to three years. The committee believes that this would not only allow WSIPP an opportunity for greater statistical validity for outcomes that take longer to achieve (time to adoption, re-entry to care after reunification, etc.); it also reduces the geographic pilot site size. To reach the statutory requirements for validity, the sample size needed is 28% of new child removals. With a two year evaluation, this would require almost all of Region 1 and 2 within the eastern Washington demonstration site. A three-year evaluation would require a smaller area because the full number of cases required would be gained over a longer period of time from a smaller geographic area.

**MEMBERSHIP OF CHILD WELFARE
TRANSFORMATION DESIGN COMMITTEE (CWTDC)
AND
ADVISORY COMMITTEES**

CHILD WELFARE TRANSFORMATION DESIGN COMMITTEE (CWTDC)

The membership of the CWTDC is prescribed in 2SHB 2106 and the following are the members of the CWTDC:

Co-Chairs:

- Judge Leonard Costello, retired, Superior Court Judges Association appointee; and
- Denise Revels Robinson, Assistant Secretary, Department of Social and Human Services.

Committee Members:

- Carleen Anderson, Indian Policy Advisory Committee (IPAC) appointee;
- Mary Armstrong, Performance Based Contracting Expert;
- Henry Cagey, IPAC appointee;
- Mark Courtney, Partners for Our Children representative;
- Nancy Foll, Private Agency representative;
- Darcey Hancock, Division of Licensed Resources, CA;
- Marian Harris, Racial Disproportionality Advisory Committee representative;
- Steve Hassett, Attorney General's designee;
- Carole Holland, Governor's designee;
- Catherine Lanham, Foster Parent
- Jeanine Livingston, Washington Federation of State Employees representative;
- Brenda Lopez, Birth Parent;
- Charlotte McCullough, Performance Based Contracting Expert;
- Maureen McGrath, Private Agency representative;
- Mary Meinig, Director, Office of the Family and Children's Ombudsman;
- Jerry Meninick, IPAC representative;
- Liz Mueller, IPAC representative;
- Ken Nichols, CA Regional Administrator;
- Sharon Osborne, Private Agency representative;
- Nancy Sutton, CA Regional Administrator;
- Gwendolyn Lawson Townsend, Private Agency representative; and
- Judge Chris Wickham, Superior Court Judges Association representative.

MEMBERS OF THE ADVISORY COMMITTEES

CWTDC members self selected into the various advisory committees. Each committee voted to include additional members to gain a broader perspective and ensure all stakeholder voices were included. Guests are also asked to participate in upcoming meetings dependent on content to be discussed.

MEMBERS OF THE ADVISORY COMMITTEE ON LEGAL AND PRACTICE ISSUES

Co-Chairs:

- Liz Mueller, IPAC representative; and
- Judge Chris Wickham, Superior Court Judges Association representative.

Committee members:

- Nancy Foll, Private Agency representative;
- Steve Hassett, Attorney General's designee;
- Jeanine Livingston, Washington Federation of State Employees representative;
- Charlotte McCullough, Performance Based Contracting Expert;
- Mary Meining, Director, Director, Office of Family and Children's Ombudsman;
- Ken Nichols, CA Regional Administrator; and
- Gwendolyn Lawson Townsend, Private Agency representative.

The committee voted to add the following members:

- Shala Crow, Foster Parent;
- Samantha Evans, Foster Youth; and
- Joanne Moore, Office of Public Defense.

Additional members added at recent January 4th, 2010, meeting:

- Vergie Burks, Private Agency Social Worker; and
- Kris Powell, Public Social Worker.

MEMBERS OF THE ADVISORY COMMITTEE FOR OUTCOMES AND EVALUATION ISSUES

Co-Chairs:

- Marian Harris, Racial Disproportionality Advisory Committee representative;
- Ken Nichols, CA Regional Administrator.

Committee members:

- Henry Cagey, IPAC appointee;
- Mark Courtney, Partners for Our Children representative;
- Darcey Hancock, Division of Licensed Resources, CA;
- Steve Hassett, Attorney General's designee;
- Jeanine Livingston, Washington Federation of State Employees representative;
- Maureen McGrath, Private Agency representative;
- Mary Meinig, Director, Office of the Family and Children's Ombudsman;

- Sharon Osborne, Private Agency representative;
- Gwendolyn Lawson Townsend, Private Agency representative; and

The committee voted to add the following members:

- Deborah Ellsworth, Foster Parent;
- Roy Hogan, Social Worker; and
- Onalee Stewart, Foster Youth.

MEMBERS OF THE ADVISORY COMMITTEE FOR SITE SELECTION AND TRANSITION ISSUES

Co-Chairs:

- Jeanine Livingston, Washington Federation of State Employees representative; and
- Nancy Sutton, CA Regional Administrator.

Committee members:

- Mark Courtney, Partners for Our Children representative;
- Brenda Lopez, Birth Parent;
- Jerry Meninick, IPAC representative;
- Charlotte McCullough, Performance Based Contracting Expert

The committee voted to add the following members:

- Joe Mienko, Social Worker – Western Washington;
- John Seals, Foster Youth;
- Mary-Jeanne Smith, Foster Parent; and
- Tommy Williams, Social Worker – Eastern Washington.

MEMBERS OF THE ADVISORY COMMITTEE FOR FINANCIAL ISSUES

Co-Chairs:

- Carole Holland, Governor's designee; and
- Sharon Osborne, Private Agency representative.

Committee members:

- Carleen Anderson, Indian Policy Advisory Committee (IPAC) appointee;
- Mary Armstrong, Performance Based Contracting Expert;
- Catherine Lanham, Foster Parent; and
- Jeanine Livingston, Washington Federation of State Employees representative.