



Update on Implementation of 2SHB 2106
To the Child Welfare Transformation Design Committee
By Children's Administration
December 14, 2009

Purpose of the Update

- Provide status of our work to date
- Outline some initial ideas for Phase I of the transformation
- Describe the work we are doing with others to make the change

Discussion Topics

- Values for the Transformation
- Phase I
- Phase II
- Next Steps
- Linking the Phases

DSHS Goals for Transformation

- Safely reduce the number of children under dependency orders in Washington State by:
 - Safely keeping more children in their homes
 - Safely reunifying children in out-of-home care
 - Safely achieving permanency outcomes more quickly

DSHS Values for Transformation

- We need to be good stewards of public funds and apply the best services every time.
- The services that children and families served by the child welfare system need should be available to all.
- We must provide culturally competent services that meet the specific needs of each child and family.
- This transition to performance-based contracts will enable us to better achieve our goals for children and families in the child welfare system.
- We will work openly with our partners and staff, communicating through multiple channels, as the planning and implementation proceeds.
- We recognize that the desired outcomes for children and families are best accomplished through strong partnership with service providers and other community members.
- We are working toward an integrated organization as one department with one vision, one mission and one core set of values.

What we want to accomplish

- Increase access to services and provider capacity
- A better match of services to the unique needs of each family and child
- Clarify expected outcomes and performance
- Track and measure outcomes and performance

Guiding Principles for Transformation

The DSHS Values align well with the Guiding Principles agreed to by the Transformation Design Committee. Some of those principles are:

- **Have a manageable set of system goals and outcomes**
- **Reflect input from stakeholders including parents, foster parents and youth who have experienced foster care**
- **Invest in public resources in a thoughtful and strategic way**
- **Build community capacity so core services are delivered in a consistent manner around the state**
- **Be accountable to the public through performance measures**
- **Build upon assets provided by state employees, tribal leaders, community-based service providers, advocacy organizations, and other stakeholders**

2SHB 2106

DSHS has organized work into two parts:

- Phase I: Performance-Based Contracting
- Phase II: Demonstration Sites

Please see Handout: “HB2106: Transforming Child Welfare Services

Performance-Based Contracting

Our approach is to define with our partners how to achieve outcomes for children and families in the child welfare system.

For 2SHB 2106:

Section 2:(9) "Performance-based contracting" means the structuring of all aspects of the procurement of services around the purpose of the work to be performed and the **desired results** with the contract requirements set forth in clear, specific, and objective terms with measurable outcomes. Contracts shall also include provisions that **link the performance of the contractor to the level and timing of reimbursement.**"

Performance-Based Contracting

From 2SHB 2106:

“ In accomplishing this transition (to performance-based contracting), the department **shall decrease the total number of contracts** it uses to purchase services from providers.”

Advantages of Performance-Based Contracts

Key Themes from the experience in other states:

- Improved Outcomes for Children And Families in the Child Welfare System
- Easier for Social Workers to Access Needed Services
- New Partnerships with Providers Based upon Closely Aligned Goals

Preparation for Transition to Performance-Based Contracts

This transformation will require the whole system to learn and develop by:

- Making a culture shift
- Refining and clarifying our expectations about Performance and Practice
- Clarifying how performance connects to safety and permanency outcomes
- Clarifying Roles
- Evaluating Performance rather than only Compliance Monitoring
- Training and Consultation to support a new way of doing business
- Clarifying how payment connects to performance measures

Phase 1: Key Terms

- Master Contracts
- Coordinated Care Model

Phase I - Program Model

The approach to service will be a Coordinated Care Model that emphasizes the following principles:

| | |
|-------------------------|----------------------|
| Family Voice and Choice | Culturally Competent |
| Team Based | Individualized |
| Natural Supports | Strengths Based |
| Collaboration | Outcome Based |
| Community Based | |

Phase I – Program Model

- The Coordinated Care Model is consistent with and supports existing Children’s Administration initiatives to improve practice including:
 - Solution-Based Casework
 - Family Team Decision-Making
 - Disproportionality Remediation Plans

Phase I – Master Contract Responsibilities

Master Contract Agency is Responsible for:

- Direct services to children and families
- Having the required service array available
- The quality of services directly provided and those services subcontracted
- An internal quality assurance system
- Fiscal management and budgeting
- Building system capacity and improving access
- A system to manage problems and opportunities

Phase I – Care Coordinator & CA Social Worker

| Care Coordinator | Child Welfare Case Manager (CA Social Worker) |
|--|---|
| <ul style="list-style-type: none"> • Ensure coordination of services if multiple providers involved • Convene meetings with providers to discuss progress • Assist families with access to services and answer questions from family • Provide reports (combined across services) and information on progress to Children’s Administration • Ensure providers are meeting the family’s unique needs • Be primary liaison to child welfare case manager • Offer 24/7 Intake to CA Social Workers | <ul style="list-style-type: none"> • Investigate allegations of abuse • Assess whether children are safe • Develop the case plan with family which is based upon assessment of family’s strengths and needs • Identify services needed to achieve improvements • Access necessary services to address the needs of the child and family – Through Master Contract, now able to contact one person who brings together needed services • Determine whether placement is needed • Determine whether it is safe for a placed child to return home • Determine what permanent plan to recommend to the court • Finalize permanent plan through reunification, adoption, third party custody, etc |

Phase I – Master Contracts

Our current thinking is to transition to Master Contracts with service in 4 categories:

- Family Support Services
- Placements, Reunification and Permanency
- Treatment Placements
- Independent Living and Educational Supports for Older Youth

Phase I – Master Contracts

Service Category 1: Family Support Services:

- Services to:
 - reduce risk of child abuse and neglect
 - stabilize families of children who remain in their homes without a dependency order
- This service category would include services similar to the current Family Preservation, Early Family Support Services and Home-Based Services

Phase I – Master Contracts

Service Category 2: Placements, Reunification and Permanency:

- Services for children who are:
 - under dependency orders (including in-home)
 - in a Voluntary Placement

- The goal is safely re-unifying children with their families or, if reunification is not possible, completing another permanent plan

- This service category would include services similar to the current CPA Case Management, Visitation, Services to Support Reunification, and Foster Parent Transportation, for example

Phase I – Master Contracts

Service Category 3: Treatment Placements:

- Treatment foster and group care with the goal of:
 - safely re-unifying children with their families
 - if re-unification is not possible, completing another permanent plan
 - limiting length of stay in Treatment Placement
- This service category would include services similar to the current Behavioral Rehabilitation Services, for example

Phase I – Master Contracts

Service Category 4: Independent Living and Educational Supports for Youth:

- Services and advocacy for youth to assist their transition to adulthood
- This service category would include services similar to the current Chaffee Independent Living Services as well as Education and Training Vouchers, for example

Phase I – Detail for Each Service Category

Need to clarify for each service category:

- What we need to buy for children and families in child welfare system
- What we need to achieve in the areas of safety, permanence, and limiting length of stay
- How we will measure performance and outcomes

When we know these answers, we can talk about payment and risk.

Phase I – New Roles and Responsibilities for CA

Children's Administration will need to:

- Be trained and prepare for the new work
- Integrate Performance Evaluation according to contract expectations
- Examine service quality in a new way

Phase I – New Roles and Responsibilities for Service Agencies

Service Agencies will perform new activities which require:

- Being trained and preparing for the new work
- Implementing new business plans and relationships
- Examining service quality in a new way
- Adjusting current practice to meet new expectations

Projected Integrated Timeline

| Timeline | Activities |
|----------------------------|--|
| December 2009 – April 2010 | <ul style="list-style-type: none"> • Share information with provider agencies about the change • Learn from other states' experiences on performance based contracts • Develop conceptual design for Phase 1 with partners and staff • Prepare for and build capacity for change • Skill development for CA • Support to agencies to develop skills needed for new business approach • Assess impacts on provider agency business plans • Continue development of Phase 2 with TDC, staff, and partners • Reports due January 18 and April 2010 to legislature and Governor on progress |
| April 2010 – July 2010 | <ul style="list-style-type: none"> • Continue to prepare for and build capacity for change • Skill development for CA • Support to agencies to develop skills needed for new business approach • Develop detailed design for Phase 1 with Qualified Agencies, partners, and staff • Finalize Program Model (Phase 1 Master Contracts and Service Categories) • Finalize payment methods (Phase 1) • Work toward business transitions for agencies • Demonstration sites identified by June 2010 • June 1, 2010 Report to Legislature Due |
| July 2010 – October 2010 | <ul style="list-style-type: none"> • Solicitation for Phase 1 posted and in process • Identify of key qualifications for Supervising Agencies • Explore and discuss impacts to service agencies in Phase 2 • Continue Phase 2 development with Partners • Reports due July 2010 and October 2010 to legislature and Governor on progress |
| November 15, 2010 | <ul style="list-style-type: none"> • Apparently successful bidders for Phase 1 announced • Potential Qualified Agencies Identified for Phase 2 |
| December 2010 | <ul style="list-style-type: none"> • Phase 1 contracts in place |

Projected Integrated Timeline

| Timeline | Activities |
|--------------------------------|--|
| December 2010 to February 2011 | <ul style="list-style-type: none"> • Post contract support to Phase 1 agencies • Detailed design for Phase 2 with Qualified Agencies, partners, and staff • Continued work to build agency skills and capacity • January 2011 Report to legislature and Governor on progress |
| March 2011 | <ul style="list-style-type: none"> • Phase 2 Solicitation Document Finalized |
| April 2011 to July 2011 | <ul style="list-style-type: none"> • Phase 2 Solicitation posted and in process • April 2011 Report to legislature and Governor on progress |
| September 2011 | <ul style="list-style-type: none"> • Apparently Successful bidders for Phase 2 announced and contracts executed |
| September 2011 to March 2012 | <ul style="list-style-type: none"> • Supervising Agency readiness activities • Hire and train case managers • Connect with service providers • Build relationships with community partners (schools, courts, etc) • October 2011 Report to legislature and Governor on progress |
| March 2012 to June 2012 | <ul style="list-style-type: none"> • Transition of cases for case management • April 2012 Report to legislature and Governor on progress |
| July 1, 2012 | <ul style="list-style-type: none"> • Transition complete in Demonstration Sites • July 2012 Report to legislature and Governor on progress |

Phased Approach for Phase I Transition

- Prioritize transition of Treatment Placements currently covered by BRS
- Work with service agencies as the transition to all Master Contracts occurs
- Restructure contracts to accomplish the improved outcomes for children and families
 - Example – In Treatment Placements, Managing for Permanency

Phase II – Next Steps

- Continue work with the Transformation Design Committee and Advisory Groups
- Finalize the solicitation approach and the timeline for establishing contracts in Demonstration Sites
- Continue work with staff, community, and partners on implementation and the transition in business and practice needed

Next Steps: Communication Strategies

We are employing multiple strategies to be as open and transparent as possible so providers and stakeholders have access to frequent information, including:

- Transformation Design Committee
- In Person meetings with Staff and Partners
- “Key Communicators”
- Internet and Intranet Presence
- Web-based meetings
- Frequently Asked Questions and Answers posted on the web

Next Steps: Communication Strategies

Key Communicators:

- Register to participate
- Once a month receive email with updates, comment through short survey

Invitations to some stakeholders including Transformation Design Committee, other CA advisory committees and workgroups, tribal Representatives, leadership of stakeholder organizations.

Other interested people will be able to join through the website or request email updates only.

Linking the Phases

- Consistency and connection between the phases is important
- Initial design for both phases is happening concurrently
- There is a need to build in time for adjusting to and getting ready for the new work in both phases

Questions?

