

Florida: Improving Outcomes for Children in Out- Of-Home Care Through Performance- Based Contracting and Enhanced Quality Assurance Processes

Kids Central, Inc.

Florida Department of Children and Families, Judicial Circuit 5

J.K. Elder & Associates, Inc.

Focus of the FL Project

- To demonstrate the effect of:
 - the use of an inclusive and comprehensive planning process in the development of a performance-based contract for case management services which includes performance incentives and disincentives (shared risk among service provision partners); and
 - the enhancement and alignment of the quality assurance process with the performance-based contract expectations on child welfare outcomes
- Collaboration between Kids Central Inc. and Florida Department of Children and Families (DCF) Circuit 5
- Create shared vision of practice drivers and outcomes
- Implement inclusive planning process and contract negotiation
- Create a comprehensive monitoring process
- Integration of an inclusive continuous quality improvement process that involves all levels of staff

The Florida QIC PCW Demonstration Project

ANTICIPATED IMPACT FROM THE DEPARTMENT AND LEAD AGENCY PERSPECTIVE

DCF Desired Outcomes

- **Strengthened public/private partnerships**
- **Shared vision for both the public and private partners**
- **Development of Quality Assurance system that discourages the compliance driven mentality to one that drives practice and outcomes for children and families**
- **Catalyst to a series of new collaborations and partnerships between the Circuit and KCI**
- **Better Outcomes for Children**

Kids Central Desired Outcomes

- **Shift from a system of care that is compliance driven to a system of care that is process/outcome driven thru performance based contractual incentives.**
- **Increase collaboration and trust among partners – Department of Children and Families and Case Management Agencies**
- **Achieve better outcomes for children and families**

Project Mission and Vision

The contract process will clarify required outcomes that:

- Staff will understand how critical providing “state of the art practice” is to families in the Circuit
- Staff will understand how what they do everyday relates to a child’s overall safety, permanency and well being
- The collaboration between Kids Central, DCF and Case Management Agencies (CMAs) will be one where information sharing and best practice will flourish

Strategy for Collaborative Planning

- Development of a collaborative environment through the use of a neutral, third-party facilitator to assist with the implementation of:
 - a shared-vision of practice drivers and outcomes,
 - contractual incentive measures designed to promote best practices,
 - performance objectives with appropriate financial incentives,
 - a performance-based shared-risk concept, and
 - a comprehensive monitoring process.

The Florida QIC PCW Demonstration Project

MOVING TO PERFORMANCE BASED CONTRACTS

Develop a Collaborative Planning Environment

- Meeting for roundtable discussions with Case Management Agency CEO's and Service Center Directors to build consensus**
- Using a neutral, third-party facilitator familiar with child welfare best practice**
- Holding to the concept that perceptions and understandings differ and we need to clarify, clarify, clarify....**
- Arriving at a shared vision that drives practice and outcomes**
- Agreeing that adjustments and revisions may be needed in order to keep moving forward**
- Agreeing that transparency is key to building and maintaining trust**

Through Collaborative Planning Agreement Was Reached

- Contractual incentive measures that promote best practices
- Financial incentives
- How performance is measured so incentive earnings are perceived as fair and accurate
- The concept of shared-risk (financial penalty for failing to meet performance targets)

Challenges

- Perception of a Power Imbalance
- Implementation of a new Florida SACWIS System
 - System downtime that affected line staff's ability to meet performance targets
- Dedicating QA resources to capture performance data, especially the quality pieces
- Creating an environment where “risk” is shared

Shared Risk

“Shared Risk” refers to the concept that CMAs not only share in the “rewards” for good performance (fiscal incentives), but are accountable when performance based contractual outcomes are not met.

This is accomplished through an agreement stating that if performance on the incentivized measures is below expectations, CMAs will be afforded one quarter (3 months) to attempt to correct any problems and performance issues. During this period, Kids Central will provide requested technical assistance, advice, or support to sustain the efforts of the CMA. After one quarter of below-par performance, CMAs will pay for technical assistance from Kids Central (at a rate equal to the daily staff rate, \$250 , that Kids Central pays to the CMAs).

Contractual Incentive Measures

1. Face to Face Supervision within 4 Days of Case Receipt and at 30 to 45 Days

Measure: At between 2-4 working days all new cases transferred for services from PI investigation will receive a supervisory screening with worker, again between 30-45 days and quarterly thereafter.

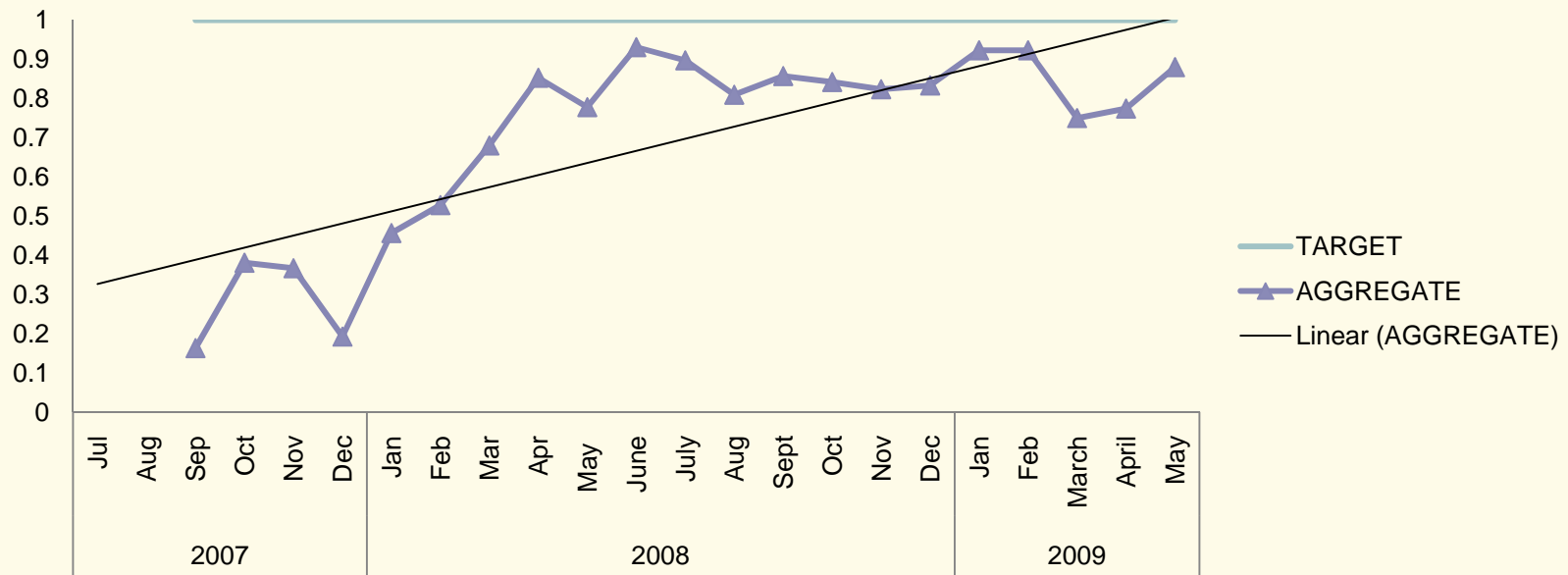
Data Collection Surrounding Measure

- Implemented with the idea that quality supervision of case management staff supports and facilitates case progress
- Data collection tool used to collect and monitor this measure has been integrated into Statewide best practice
- Extensive effort expended by Kids Central QA staff to review completed tool to assess quality and outcome of face-to-face supervision
 - Did supervision occur as intended
 - Was supervision meaningful and of “quality”
- Continued improvement in quality supervision of staff as evidenced by data trends
- 30% of available incentive dollars paid

Contractual Incentive Measures

Face to Face Supervision within 4 Days of Case Receipt and at 30 to 45 Days

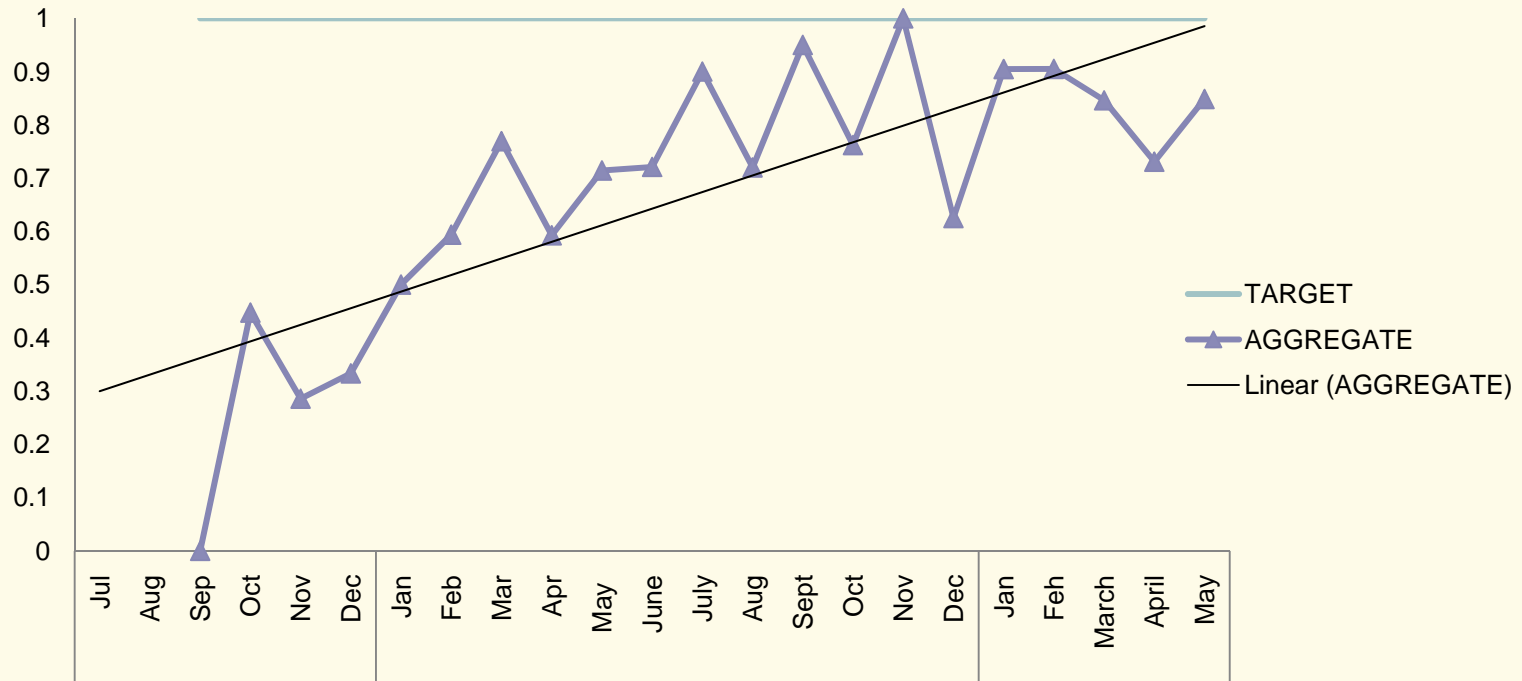
Aggregate % of Cases Reviewed within Initial 4 Days



Contractual Incentive Measures

Face to Face Supervision within 4 Days of Case Receipt and at 30 to 45 Days

Aggregate % of Cases Reviewed within 30 - 45 Day Time Frame



Contractual Incentive Measures

2. Case Information Entered within 2 Days

Measure: All case information will be entered into Florida Safe Families Network accurately and in a timely (within 2 working days) manner:

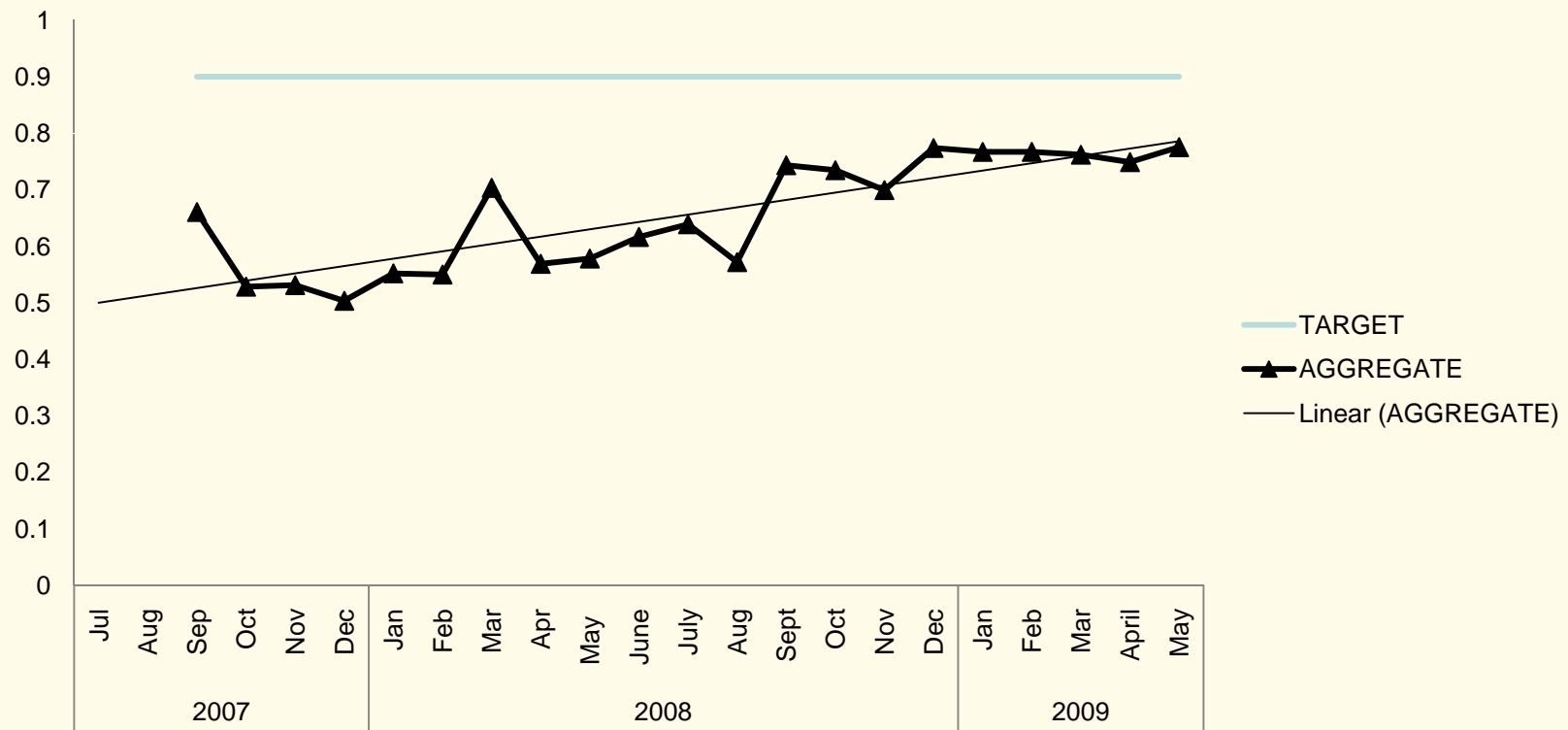
The provider shall input and update all required case management information into the Florida Safe Families Network data information system. Furthermore, Provider shall correct all errors indicated on the AFCARS Error Report minimally on a monthly basis and also by request from Kids Central.

Data Collection Surrounding Measure

- Integrated into contract measurements because this is a State performance indicator
- Assessment of this measure was difficult after initiated
- Data collection method had to be modified and definition of language surrounding “2 days” had to be clarified (modified to “2 working days”)
- Requires extensive review of data entered into SACWIS system
- Difficult for case management supervisors and administrators to manage to this measure because it is impossible to know that the data entry goal isn’t going to be met until after the fact
- Implemented individual group incentives to determine strategies that will drive performance
 - 5 groups met goal of 100% data entry over 2 month period
 - No group sustained beyond 90 days
- 4% of available incentives paid

Contractual Incentive Measures

Aggregate % of Case Information Entered into FSFN
within 2 Days



Contractual Incentive Measures

3. Face-to-Face Contact with Biological Parents

Measure: Case managers of children in out of home care will have contact with biological parents.

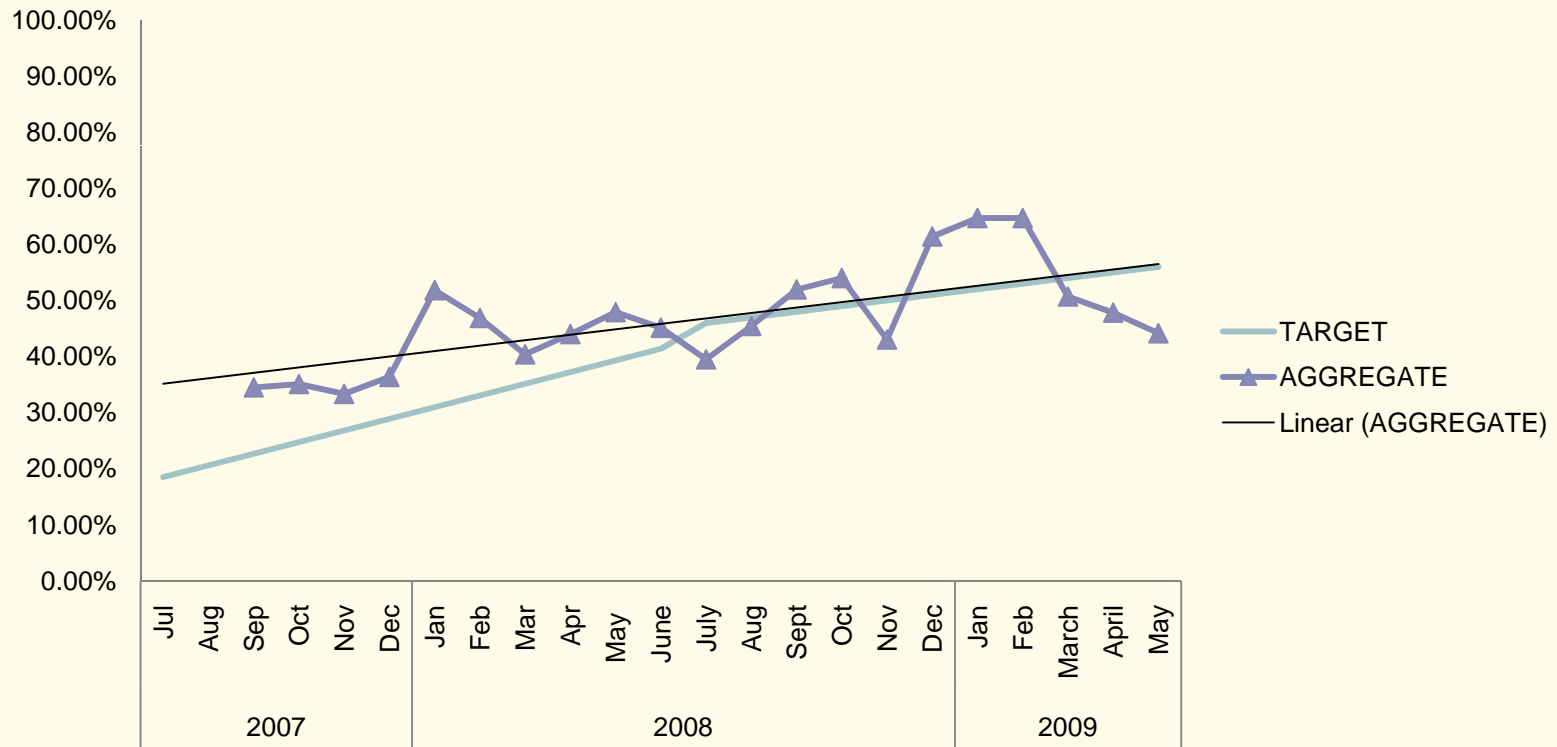
Contacts with biological parents will increase by 25%. And tracked on an ongoing basis utilizing an agreed upon set of questions: (ie: describe your involvement with your case planning process; what is the hardest thing for you to achieve in the case plan; easiest? Etc)

Data Collection Surrounding Measure

- This incentive is a modification of a Statewide performance / outcome measure
- Employs a broader definition of “contact”. Therefore, must be monitored outside State tracking mechanisms
 - Actual contact vs. reasonable effort to make and maintain contact
- Negotiation regarding what was reasonable pertaining to attempted contact/reasonable efforts
- Extensive documentation by CMAs and quality assurance review by Kids Central staff to assess monthly performance
- 67% of available incentives earned

Contractual Incentive Measures

Aggregate % of Cases Meeting Contact with Biological Parent Requirements



Contractual Incentive Measures

4. Permanency

Measure: Case management agency will work to achieve one of the two permanency options for youth aged 13-17 and maintain the permanency for 6 mos.

Level1: Youth Return to Parent

Level 2: Youth has legal guardianship/kinship care situation.

- Data Collection Surrounding Measure
 - Difficult time establishing performance expectations surrounding this measure (could not establish base line based on case loads)
 - Changes in case plan lead to unanticipated payments to CMAs
 - CMAs self-report performance and supply supporting documentation to justify payment
 - \$68,000 in incentive payments made over course of the project

Changes in Quality Assurance System

- Internal Modification
 - Additional quality assurance processes added to assess compliance with individual incentive measures
- Changes to the State System
 - Moved from a multi-tiered review process to a regional-based QA review
 - Supervisor Reviews
 - Case management supervisor will review 100% of the cases in their unit each quarter.
 - A review guide (tool) is used so supervisors focus on quality of casework, and systematically document their review for QA purposes. The review may be completed face to face or as a file review.
 - CBC Base Reviews
 - CBC QA staff will review a sample of 25 case management cases per quarter.
 - Collaborative Side-by-Side Reviews
 - CBC QA staff and Regional QA staff reviews a subsample of the 25 cases reviewed during the quarter. The approach calls for an objective monitor or facilitator who guides and coordinates the review of each case file.
 - Collaborative In-Depth Reviews
 - CBC QA and Regional QA conduct a more in-depth review of a subsample of the cases reviewed in the side-by-side. These reviews will include interviews with case managers, parents, children, providers and other stakeholders.
 - Continuous improvement is promoted through shared learning and the identification of best practice

Using Data to Achieve Outcomes

- Data generated through multiple sources and/or tracking processes is utilized to establish monthly performance outcomes for each contracting entity (case management agency)
 - State SACWIS System Data,
 - State Digital Dash Board
 - Local Data Tracking Related to Incentive Measures
 - Quality Assurance Assessment Processes and Results
- Data analysis drives technical assistance and quality improvement processes
- Assessment of whether performance measure and incentives need to be changed
- Impact of evidence-informed, best-practices on child-welfare outcomes assessed through data
 - Are performance trends improving,
 - Are the incentivized measures impacting overall outcomes
 - Improvement to child safety, permanency, and well-being as assessed by specific AFCARS measures.

Project Outcomes

- Communication and Level of Trust Between DCF, Kids Central and Case Management Agencies Greatly Improved
- Using Collaborative Forums to Discuss Practice Modifications that will Support and Enhance Outcomes
 - Improved Family Engagement
 - Quality Supervisory Support and Discussions
 - Timely Data Entry
- Creating New Initiatives Promoting Systemic Improvement Using Successful Aspects of the QIC PCW Collaboration

Project Outcomes

- Expanded Innovation and Collaboration Between Partners
 - Participation in collaborative development of contractual outcome measures has directly enhanced the ability of DCF, Kids Central and CMAs to work together
 - Active pursuit of additional initiatives that will serve to improve outcomes across the entire System of Care
 - Casey Family Services / American Humane Breakthrough Collaborative Series on Safety and Risk Assessment
 - Family Finders
 - Collaboration on grant proposal to Federal Food and Nutrition Services (Food Stamp Participation)
 - » Business Process Redesign (BPR) utilizing network of existing collaborative partners

Project Outcomes

- Enhanced Communication
 - Kids Central has modified ways they communicate with CMA staff
 - Enhanced communication with front-line staff
 - Town Hall style meetings
 - Provider News Letter
 - Improved trust between Kids Central and CMAs
 - CMAs willing to bring questions and suggestions to the attention of Kids Central executive management
 - Willingness to open dialog regarding issues and, when necessary, find innovative solutions
 - Enhanced innovation in contracting for FY2009
 - Allowing CMAs to define how the system of care can best be defined and implemented within their own communities
- Improved Service Provision and Outcomes as Demonstrated by Continued Improvement Across Incentive Measures and in Statewide QA Outcomes

Project Outcomes

- Front Line Impressions
 - Success motivates improved performance
 - Current Perspective
 - Energizing
 - Increased Clarity of Expectations
 - Benefits to supervisors and staff
 - Increased support and inclusion
 - Improved perceptions

Project Outcomes

- Improvements to Daily Practice
 - Organization
 - Communication
 - Transparency
 - Clear expectations
 - Improved tracking and follow-up



Questions?

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