



Prevention

**Maintenance Needs in Performance-Based Contracting Success:
The Missouri Project on Privatization of
Out-of-Home Care for Children**

Partnership



Protection

Project Overview

Missouri's study will examine the processes necessary for maintaining public and private partnerships performance-based contracting of out-of-home services in child welfare beyond the initial contract implementation process. Using a mixed method design, the project expects to determine public/private contracting and contract monitoring processes that provide a best-practice model for ongoing use of performance-based contracting in the delivery of out-of-home care. Both qualitative and quantitative data will be used in the development of this best practices model.

Description of Sites

Performance-based contracts have presently been awarded in three regions in Missouri; St. Louis, Kansas City and Springfield (both rural and urban), and these sites are fairly representative of the child population in Missouri's foster care system. Prior to the potential contractors submitting competitive bids, several non-negotiable items were established. Those items included a minimum number of working units, a supervisor to worker ratio and a maximum fee for a child's care (set by an actuary study). These non-negotiable items were the contributing factors for regions to combine smaller agencies into a larger consortium. Seven consortiums were awarded the final contracts.

Missouri's Children's Division has established "mirror" units within the public realm to parallel private contractors in two regions, Springfield and Kansas City. The "mirror" units are Children's Division personnel who perform child welfare case management duties in a replicated environment similar to the private sector. That is, the environment includes criteria such as, pre-established base caseload size, rotation assignments, caseload caps, and supervisor to worker ratio. The establishment of the "mirror" sites lends itself to an exceptional comparative outcome analysis in the areas of permanency, stability, safety, and average residential day usage. Additionally, this supports the opportunity for a cost benefit analysis of privatizing through performance-based contracting.

Project Activities

Several activities are in process to satisfy the needs of the cross-site evaluation and the unique needs of the state of Missouri. Such activities include surveys and interviews with frontline workers and supervisors from public and private agencies, judges presiding over foster care cases, CEO's of private consortiums, and Regional Directors from the Children's Division. Data assessing child outcomes of permanency, stability, and maltreatment and the relationship to performance-based contracts is also being explored. A practice Summit was held in February partnering case managers, supervisors, program managers, CEOs and regional directors from public and private arenas. QA/QI and Oversight summit plans are being developed in the same spirit. In addition, we are integrating the Child and Family Service Review planning process and activities with our private partners and fostering court improvement partners to create a seamless service delivery. These partner integrations are crucial to the success of performance based contracting.

Long-Term Benefit

Missouri's project will result in a well-tested model for the long-term maintenance of performance-based contracts that supports public/private agency collaborations in meeting the long-term needs of children in out-of-home care both effectively and efficiently. It will also provide an exemplary approach to expanding private/public collaboration across the child welfare service continuum and in human services in general.

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Missouri Foster Care Case Management Outcomes

Re-entry Domain	Target 91.4%			
Regions	Year 1	Year 1 Mirror	Year 2	Year 2 Mirror
Springfield	95.4%	100.0%	96.8%	94.0%
Kansas City	94.9%	81.3%	90.9%	85.2%
St. Louis	96.2%	N/A	96.4%	N/A
Stability Domain	Target 82%			
Regions	Year 1	Year 1 Mirror	Year 2	Year 2 Mirror
Springfield	97.0%	95.0%	87.0%	86.0%
Kansas City	94.0%	89.0%	86.0%	79.0%
St. Louis	92.0%	N/A	80.0%	N/A
Permanency Domain	Targets: Springfield 24%; Kansas City 30%; St. Louis 32%			
Regions	Year 1	Year 1 Mirror	Year 2	Year 2 Mirror
Springfield	23.0%	20.0%	27.0%	34.0%
Kansas City	37.0%	40.0%	33.0%	34.0%
St. Louis	26.0%	N/A	30.0%	N/A
Safety Domain	Target 99.43%			
Regions	Year 1	Year 1 Mirror	Year 2	Year 2 Mirror
Springfield	100.0%	99.6%	99.8%	99.6%
Kansas City	99.5%	100.0%	99.6%	100.0%
St. Louis	99.6%	N/A	100.0%	N/A