



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 in 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 case management services. Both qualitative and quantitative data will be used in the development of this best practices model.

Description of Sites

The performance based foster and adoption case management contracts were initially awarded to seven consortiums effective 06/01/05. Case assignment did not begin until 09/01/05. The contracts were awarded in three regions; St. Louis, Kansas City, and Springfield. Initially cases were only assigned from Greene County, in the Springfield Region, to one provider. When the region was expanded to include the 38th and 39th Circuits, during the 2nd year, case assignment began to a second contractor. Three provider consortiums serve St. Louis City; St. Louis County, St. Charles, and Jefferson Counties in the St. Louis Region. Two provider consortiums serve Jackson, Andrew, Buchanan and Clay Counties in the Kansas City Region. Two provider consortiums serve Greene, Christian, Taney, Lawrence, Barry and Stone Counties in the Springfield Region. Three additional contracts were awarded on 09/01/08 to serve 12 counties in the central, south central and southwestern portions of the state. Each region is served by one consortium. 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, a continuum of services, and a maximum fee for a child's care and case management services (set by an actuary study). These non-negotiable items were the contributing factors for providers to combine smaller agencies into a larger consortium. 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, supervisor to worker ratio and staff development expectations. The establishment of the "mirror" sites lends itself to an exceptional comparative outcome analysis in the areas of permanency, stability, and safety. 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. Child welfare data outcome evaluation in the areas of permanency, stability, and maltreatment and the relationship to performance-based contracts is also being explored.

In addition to the activities described above, several meetings have been held with a goal of improving child welfare services in Missouri and the public/private partnership. They include: A practice summit which partnered case managers, supervisors, program managers, CEO's and Regional Directors from public and private sectors; A joint Quality Assurance/Quality Improvement (QA/QI) summit for sharing of best practice; A two day training of QA/QI specialists which provided an opportunity for these staff to collaborate, share ideas and share tools; Statewide oversight specialist

meetings for those individuals who provide daily technical support to the contracted providers; and an advisory board meeting comprised of CEO's and Regional Directors to gather input for future evaluation activities. Surveys and interviews of judges presiding over foster care cases, CEO's of private consortiums, and Regional Directors from the Children's Division have also been completed.

Future activities include statewide oversight specialist meetings; a second Practice Summit; and a second statewide QA/QI summit.

Private partners and other community stakeholders are participating in the CFSR planning process through CFSR prep meetings. In addition, the CFSR is discussed on-going during joint meetings with QA/QI staff from the public and private sectors. Private providers are also participating in the mock site reviews held in Cole, Greene, Jackson counties and St. Louis City. Finally, CFSR practice tidbits have been included in the In Focus Newsletter and are shared with all staff in both the public and private sectors.

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	Year 3	Year 3 Mirror
Springfield	96.4%	100.0%	96.8%	94.1%	99.4%	92.8%
Kansas City	98.9%	94.5%	90.9%	85.3%	95.3%	96.2%
St. Louis	98.9%	N/A	96.4%	N/A	94.3%	N/A
Stability Domain	Target 82%					
Regions	Year 1	Year 1 Mirror	Year 2	Year 2 Mirror	Year 3	Year 3 Mirror
Springfield	95.3%	95.3%	86.6%	85.7%	83.4%	80.0%
Kansas City	93.7%	89.5%	85.8%	79.3%	79.7%	82.0%
St. Louis	91.7%	N/A	80.3%	N/A	78.5%	N/A
Permanency Domain	Targets: Springfield 24%; Kansas City 30%; St. Louis 32%					
Regions	Year 1	Year 1 Mirror	Year 2	Year 2 Mirror	Year 3	Year 3 Mirror
Springfield	24.0%	20.2%	27.0%	33.6%	26.6%	22.0%
Kansas City	36.7%	40.2%	33.0%	34.3%	34.2%	34.0%
St. Louis	26.0%	N/A	29.7%	N/A	27.2%	N/A
Safety Domain	Target 99.43%					
Regions	Year 1	Year 1 Mirror	Year 2	Year 2 Mirror	Year 3	Year 3 Mirror
Springfield	100.0%	99.6%	99.8%	99.6%	99.5%	100.0%
Kansas City	99.7%	100.0%	99.6%	100.0%	100.0%	100.0%
St. Louis	99.6%	N/A	100.0%	N/A	99.9%	N/A