

Summit on Public/Private Partnership: Maximizing Partnership Strengths to Achieve Positive Outcomes for Children

Sponsored by the National Quality Improvement
Center on the Privatization of Child
Welfare Services



September 24 — 25, 2008
Lexington Downtown Hotel
and Conference Center
369 West Vine Street
Lexington, Kentucky 40507

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the National Quality Improvement Center on the Privatization of Child
Welfare Services*





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Purpose of Summit on Public/Private Partnership

The Summit on Public/Private Partnership is sponsored by the National Quality Improvement Center on the Privatization of Child Welfare Services with funding from the Children's Bureau in the U.S. Department of Health and Human Services. The purpose of the Summit is to bring together leaders in the public child welfare and private provider communities to share innovative strategies and dialogue on effective practices. Our intent is that the Summit focuses on sharing rather than simply disseminating information, therefore, the format of the Summit will be that of brief panel discussions and facilitated roundtable discussions on topics such as Creative Use of Partnerships to Make Quality Service Delivery Possible Within the Context of Limited Resources, Using Task Groups to Overcome Real Challenges, and Beyond the Mission Statement: Creating a Shared Vision that Can Be Accomplished on the Ground. It is our belief that if we build upon the strengths within public and private agencies, we can truly partner to protect and strengthen the families in our communities.



Navigating the Roundtable Process

An important goal of this Summit is for participants to have the opportunity to dialogue with other public and private child welfare professionals about common partnership issues, challenges, barriers as well as share successful strategies to overcoming these issues. As you will note in the agenda, preceding each Roundtable discussion is a panel presentation or key presenter. These presentations are not only meant to be informative but thought provoking; therefore, when you enter into the Roundtable discussions, you will be ready to share, listen and learn from your fellow child welfare colleagues about useful strategies to improve not only the public/private partnership but the delivery of child welfare services. Participants are assigned to a designated group (A – H) in which they will remain through-

out the Summit (please see Group/Break-out Room Assignment Listing in your packet). It is important that you remain in the group you have been assigned so each Roundtable will have the optimum number of participants. Facilitators will be assigned to each Roundtable; they will be guiding you through a set of questions surrounding issues, challenges and successful strategies. Notetakers will also be present to capture the discussion in each group. At the end of the Summit, themes will be identified for each topic and shared with Summit participants. All information gathered through the Roundtables will then be synthesized into a Summit Proceedings document that will be made available to all participants at a later date.

Early registration is on Tuesday, September 23rd, from 3:00 - 5:00 p.m. in front of Ballrooms 1 & 2.

Keynote Speaker

John B. Mattingly

John Mattingly is currently Commissioner of New York City's Administration for Children's Services, the public agency responsible for all child protection, child welfare, child care, and Head Start services for the City. He was appointed to that position by Mayor Michael R. Bloomberg in July of 2004.



Prior to becoming Commissioner, Mr. Mattingly served as Director of Human Services Reform at the Annie E. Casey Foundation, a national foundation dedicated to helping build better futures for disadvantaged children and families. At the Foundation, Mr. Mattingly designed and, for twelve years, managed the Family to Family: Reconstructing Foster Care initiative. He served as a member of the New York City Special Child Welfare Advisory Panel (1998-2001), whose work helped to end two child welfare class action lawsuits in the City. He also helped to mediate a class action case against the State of Tennessee in 2001 and convened a similar panel currently operating in that state.

Prior to joining the Foundation, Mr. Mattingly served for more than six years as the Executive Director of Lucas County Children Services, the public child welfare agency serving the Toledo, Ohio area.

Mr. Mattingly has also served as Executive Director of the Institute for Child Advocacy in Cleveland and the West Side Community House in the same city. He also directed the statewide effort to remove juveniles from Pennsylvania's adult correctional system known as the Camp Hill Project.

Mr. Mattingly received a Ph.D. (in Community Systems Planning) from the Pennsylvania State University and a Masters in Social Work from the University of Pittsburgh. He and his wife Linda live in the Jackson Heights neighborhood in Queens. They have been married for 38 years and have two grown children (David and Kathleen).

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Summit Planning Committee

Crystal Collins-Camargo <i>QIC PCW Director</i>
Floyd Alwon <i>NAB Member</i>
Jackie Burgeson <i>NAB Member</i>
Myles Edwards <i>NAB Member</i>
Jean Elder <i>Florida Project Evaluator</i>
Judy Evans-Pack <i>QIC PCW Study Team</i>
Jennifer Hall <i>QIC PCW Project Manager</i>
Kathleen Kearney <i>Illinois Project Evaluator</i>
Michael Smith <i>NAB Member</i>



Summit on Public/Private Partnership

Summit Agenda - Wednesday, September 24

“Wonderful opportunities to share ideas, allay fears, inspire change, and forge a sense of unity among America’s child welfare leaders.”

Summit 2007 participant



- 8:15 am **Breakfast**
Ballrooms 1 & 2
- 9:00 **Welcome**
Crystal Collins-Camargo
QIC PCW Director
- Christine Calpin**
Associate Commissioner, Children’s Bureau
- Patricia Wilson**
Commissioner, Kentucky Department of Community Based Services
- Bart Baldwin**
President, Children’s Alliance
- 9:45 **Panel Presentation**
Creative Use of Partnerships to Make Quality Service Delivery Possible Within the Context of Limited Resources (*Moderator: Bill D’Aiuto, QIC PCW Florida Project; Presenters: Bruce Kamradt, Director, Wraparound Milwaukee and Susan Dougherty, Casey Family Programs*)
- 10:30 **Break**
- 10:45 **Facilitated Roundtable Discussion**
Challenges and Strategies for Strengthening Partnerships to Improve the Quality of Services
- 12:15 pm **Lunch**
Ballrooms 1 & 2
- 1:00 **QIC PCW Projects**
Performance Based Contracting and Quality Assurance Systems and their Impact on Organizational, Practice and Child Outcomes
- 1:45 **Panel Presentation**
Using Task Groups to Overcome Real Challenges (*Moderator: Jean Elder, QIC PCW Florida Project; Presenters: Miller Anderson, Illinois Department of Children and Family Services and Mary Hollie, Lawrence Hall; Julia Pearce, Citizen Review Program and Shirley Roberts, Delaware Division of Family Services*)
- 2:30 **Break**



- 2:45 **Facilitated Roundtable Discussion**
Challenges and Strategies of Using Task Groups to Overcome Real Challenges
- 4:15 **Adjourn**
- 5:00 - 6:30 **Networking Reception**
Ballrooms 1 & 2

Thursday, September 25

- 8:15 am **Breakfast**
Ballrooms 1 & 2
- 9:00 **Welcome Back**
- Presentation**
Beyond the Mission Statement: Creating a Shared Vision that Can Be Accomplished on the Ground (*Moderator: Erwin McEwen, QIC PCW Illinois Project; Presenter: John Saros, Summit County Children Services*)
- 9:45 **Facilitated Roundtable Discussion**
Challenges and Strategies for Creating a Shared Vision
- 11:15 **Break/check-out**
- 11:45 **Reports from Roundtable Discussion Groups**
Strategies and Next Steps
- 12:15 pm **Lunch**
Ballrooms 1 & 2
- 1:00 **Keynote Speaker**
John B. Mattingly,
Commissioner, New York Administration for Children's Services
- 1:45 **Adjourn**

“This was fantastic! Great mix of public and private [partners], tremendous skills and expertise represented by presenters and participants.”

Summit 2007 Participant



“The essence of the public-private partnership is collaboration. The public agency and private providers all bring unique points of view and attributes to the table. Collaboration must mean a healthy exchange of ideas, a constructive process for exchanging conflicting opinions and a final consensus process that puts the needs of the children and families in the system above all else.”

*Margaret Berglund
Child Care Association of Illinois*



“The key ingredient of any highly functioning child welfare system is trust. No matter what hat we wear or which entity pays us, we must trust one another and build collaborative partnerships to be worthy of the trust placed in us by the children and families we serve.”

Judge Kathleen Kearney, University of Illinois Campaign-Urbana, Evaluator for the Illinois Department for Children and Families Services Project



Special Guest



Christine Calpin is Associate Commissioner of the Children's Bureau, Administration on Children, Youth and Families, Administration for Children and Families. In this capacity, Ms. Calpin oversees a professional staff who work with

State, local and tribal agencies to develop programs that ensure the safety, permanency, and well-being of all children by protecting children from abuse and neglect, and finding permanent placements for those who cannot safely return to their homes. Prior to this appointment, she served as Associate Director of the Child Care Bureau, Office of Family Assistance, where she oversaw a professional staff of approximately 55 federal staff and 80 contractors who work with State, territorial and tribal grantees to administer the Child Care and Development Fund, a \$5 billion, federal block grant program. Prior to that appointment she worked for four years on Capitol Hill as Professional Staff Member on the U.S. House Committee on Ways and Means where she focused on child protection, child care, and welfare issues. Ms. Calpin came to the federal government as a Presidential Management Fellow and worked as an Analyst in Social Legislation with the Congressional Research Service where she specialized in welfare and child protection issues. Ms. Calpin holds a MS in Public Policy Analysis from the University of Rochester in New York and a BA in economics from Chatham College in Pittsburgh, Pa.

Presenters

Bart Baldwin has been the President of the Children's Alliance in Kentucky since January 2004. He also served in that capacity from 1997 until 2002. The Children's Alliance represents the private child welfare and juvenile justice agencies in Kentucky. He is a registered lobbyist for both the legislative and executive branches of government and ardent child advocate. Previously from 2002 to 2004 he served as the National Director of Regional Public Policy for the Child Welfare League of America. In this role he established a new effort of support, training and active development in state level public policy matters. Prior to employment with CWLA he also served as a regional Chair and on their national Board of Directors. He currently serves as the Public Policy Chair for the National Organization for State Associations for Children and serves on the Public Policy Committee for the National Alliance for Children and Families. He lives in Shelbyville, Kentucky with his wife Stephanie and two young children Harrison, 10 and Kathleen, 8.

Joanne Billingsley is the Project Manager for the Florida Performance Based Contracting and Quality Assurance Systems demonstration project. She is currently Chief of Quality Assurance and Utilization

Management at Kids Central Incorporated. Ms. Billingsley has more than sixteen years of operations experience in social services. She served as Program Administrator for Child Protective Investigations, Adult Services, Developmental Services and Foster Care while working with the Department of Children and Families. She began her social service career as a Child Protective Investigator where she gained a deep respect for line staff and their contribution to good outcomes.

David J. DeStefano has experience in health and human services arena. His range of experience includes program evaluation, SACWIS Review, maximization of federal revenues, federal compliance, external evaluation and reporting, rate setting, cost reporting, proposal and grant writing, project management and analysis and implementation of federal, state and local policies.

Susan Dougherty has over 20 years of experience writing in the field of child welfare, with a primary focus on practice issues in child protective services and family foster care. She was a member of the planning team for the Casey Family Programs BSC on Recruiting and Retaining Resource Families; a member of the planning team that created the Framework on Youth Permanency created by an Expert Panel convened by the National Resource Center for Family-Centered Practice and Permanency Planning (NRCFCPPP) and the Casey Center for Effective Child Welfare Practice; on the faculty of the Massachusetts BSC on Adolescent Permanency; and served as Improvement Advisor for the AdoptUsKids-NRCFCPPP BSC on Permanence for Older Youth in the Mountain States. She is currently serving as Improvement Advisor on the American Humane-Casey Family Programs BSC on Safety and Risk Assessments, the New England Commissioner's Association-Casey Family Programs BSC on the same subject, and the Casey Family Programs BSC on Timely Permanency Through Reunification.

Dr. Jean K. Elder has expert skill and experience in assisting health and human service organizations design and implement solutions to ensure organizations and communities achieve results. Her strengths include project management, state and federal policy development, national accreditation, technology and system integration, system redesign and program evaluation.

Mary H. Hollie has served as Lawrence Hall's Chief Executive Officer since October 1993, and brings to the agency more than 29 years of child welfare experience. Prior to joining Lawrence Hall's staff, she served as the Director of Rush-Presbyterian-St. Luke's Adolescent Family Center. She is an active member of the Alliance for Children and Families; has served on the Child Care Association of Illinois Board as President, and currently sits on the Child Welfare Advisory Council of Illinois. Mary serves on a number of boards affecting public policy, service provision, standards and accreditation, state-wide as well as nationally. She has also partnered

Presenters

with three other private agencies and the University of Illinois to create The Child Welfare Training Institute, supported by The Chicago Community Trust and DCFS, to focus on the retention and professional development of direct care workers in residential settings. Mary was also a member of the task force that created the collaborative Private Agency/DCFS/Chicago Board of Education Pilot Program. She received her MSW from the University of Illinois, Urbana-Champaign.

Bruce Kamradt is the Director of Wraparound Milwaukee, a \$37 million system of care servicing annually over 1,000 children with serious emotional or mental health needs and their families. Operating from an individualized needs based and family-driven philosophy and utilizing components of care such as mobile crisis teams, care coordination, extensive Provider Network and emphasis on setting and measuring outcomes, Wraparound Milwaukee is a national model for systems of care for children. Mr. Kamradt has also extended this model to an early intervention program in child welfare called Family Intervention Support and Services and an alternative to juvenile correctional incarceration for youth with serious mental health issues called FOCUS. Wraparound Milwaukee is now involved in the Milwaukee community in the design of the behavioral health component of the health care system for foster care children. Mr. Kamradt has been the Director of Children's Mental Health Services in Milwaukee County for the past 19 years. He previously worked as both a Child Welfare Administrator and a Juvenile Court Administrator. He has also written numerous articles and monographs on Wraparound Milwaukee's system of care, on innovative funding structures for such programs, on working with specific target groups of youth, particularly juvenile offenders and on other aspects of mental health programs for youth.

Judge Kathleen A. Kearney is a member of the Children and Family Research Center and a visiting professor at the University of Illinois at Champaign-Urbana. She is the principle investigator of Striving for Excellence: Expansion of Performance Based Contracting to Residential, Independent and Transitional Living Programs in Illinois. After graduating from the University of Notre Dame Law School, she served as an Assistant State Attorney prosecuting sex crimes and child abuse cases in Fort Lauderdale, Florida. Appointed to the bench in 1988, she served for over ten years as a juvenile court judge and chaired Florida's Dependency Court Improvement Program. In 1999, she became the first woman and the first judge to lead the Florida Department of Children and Families. During her four year tenure as Secretary, she oversaw a staff of 27,000 employees and a budget of \$4 billion dollars. After leaving DCF, she joined the faculty of the College of Social Work at Florida State University where she taught in the masters and doctoral program. She has testified before Congress at their request six times on issues pertaining to child welfare.

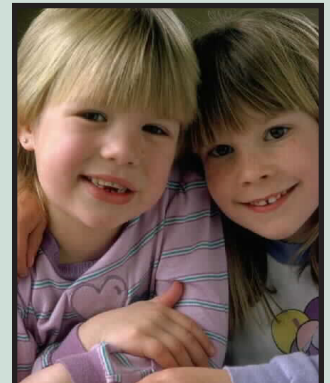
Erwin McEwen served as Deputy Director of the agency's Division of Monitoring and Quality Assurance since April 2003, prior to his appointment as Director for the Illinois Department of Children and Family Services (DCFS). In this capacity, he ensured that DCFS and POS staff meet the mandates for ongoing Quality Assurance (QA) and Continuous Quality Improvement (CQI) activities. Utilizing standards and processes provided by the Department's Child and Family Services Review (CFSR), the Council On Accreditation (COA), the Outcome Enhancement Review (OER) and the CQI, he ensured that the Department provides positive outcomes for Illinois children and families. Before his appointment in State government, McEwen served as child welfare administrator at Lakeside Community Committee, where he oversaw four core child welfare programs. He has committed 20 years of service to youth and families in the Illinois social services community, serving at Kaleidoscope, DCFS, Hull House, and Lakeside. McEwen has also served as a member of the Illinois Statewide Foster Parent Advisory Council, the Illinois Child Care Association Board of Directors, the Child Welfare Advisory Committee on Performance-Based Contracting, and the African American Family Commission's Monitoring and Oversight Committee.

Miller Anderson re-joined the Illinois DCFS as the Deputy Director of Monitoring January 2008. He began his career in child welfare as a caseworker with the Illinois Department of Children & Family Services in 1975. During his fifteen years with the Department, Miller served as a casework supervisor, managed contracts and contract negotiations with private providers in the Division of Youth & Community Services and served as the Field Services Manager for the Cook Region. Prior to returning to DCFS this year, Miller served in many capacities with the Child Welfare arena. He was the Associate Director for the Child Care Association of Illinois, and Director of Child Welfare Services at Habitative Systems Inc. At Children's Home & Aid Society of Illinois, he served as Vice President for the Northern Illinois region and two years as the Chief Operating Officer. In 2000, Mr. Anderson served as Executive Director of Chicago Youth Centers, a multi-service agency that provides foster care, child care and after school programs. Most recently he has worked for the Child Welfare League of America as the Midwest Regional Director and has done extensive work in child welfare and delinquency prevention as an independent program consultant. Miller has also served as an adjunct professor at Chicago State University, School of Social Work.

Julia M. Pearce, MSW has served as the Executive Director of Delaware's citizen review program, the Child Placement Review Board (CPRB) since 1995. The CPRB is a charter member of the National Foster Care Review Coalition (NFCRC), a national coalition of independent foster care review programs working to improve outcomes for children nationwide. Ms. Pearce has served as the Chair of the Division of Family Services' Advisory and Advocacy

"The work in Florida in the area of performance contracting and quality assurance is important, timely and necessary as we feel a compelling sense of urgency to change the life outcomes for children in out of home care. This public-private partnership matters deeply for the children and families in Florida who are touched-by the child welfare system."

Jean Elder & David DeStefano, Evaluators for the Florida Department of Children and Families - District 13 Project



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SocialWork/qicpcw](http://www.uky.edu/SocialWork/qicpcw)



Council since 2004. In addition, she serves on the Board of Delaware's adoption support group, Adoptive Families with Information and Support (AFIS). She represents the CPRB on the state's Child Protection and Accountability Commission (CPAC) and serves on several of Commission's subcommittees. Ms. Pearce has a BSW from Central Michigan University and a MSW from Our Lady of the Lake University in San Antonio, Texas. She and her husband have been married 24 years and have three sons; two of whom were born to the family and one who joined the family when he was 14 years old.

Shirley Roberts is the Office of Children's Services Administrator for the Division of Family Services in Delaware. She is a graduate of the University of Delaware and began working with the Division in 1979. During that time she has worked as a frontline worker in Sexual Abuse Investigations and Treatment. That was followed by several years as a Treatment Supervisor. She later helped to develop a statewide Intensive Reunification Program that providing services to assist families to getting their children returned from foster care. In 1999, Mrs. Roberts became a Regional Administrator managing Delaware's northernmost and most urban office. During her tenure in this position, the region moved from the lowest performing with the highest turnover to the highest performer while reducing turnover to 6%. In her current position, Mrs. Roberts is responsible for oversight of the state's child protection services including: Investigation, Treatment, APPLA, Adoption, Report Line and Institutional Abuse Investigations

John Saros has extensive experience in the juvenile justice system and child protective services beginning with twelve years in progressively more responsible positions at the Summit County Juvenile Court (Akron, Ohio) during which time he was admitted to the Ohio Bar. In his capacity as Associate Director for Administrative Services with the Summit County Children Services Board, he was very much involved in reorganizing the agency's operations in accordance with the 1980 Adoption Assistance and Child Welfare Act. In 1983, he was appointed to the position of executive director of United Disability Services, a private agency serving both children and adults with disabilities. After eleven years in the non-profit sector, Mr. Saros returned to public service when he joined Franklin County Children Services (Columbus, Ohio) as Executive Director. He served in that capacity for 12 1/2 years. Mr. Saros retired in February 2007, but decided to return to child protection in September 2007, when he was invited to apply for the position of executive director of Summit County Children Services. It was "déjà vous all over again." Since then he has been fully occupied with providing leadership to a wonderful agency with a long history of serving a caring community.

Paul Sundet, Ph.D., LCSW is Professor Emeritus, School of Social Work, University of Missouri. He was the principal investigator of the Role Demonstration Model (RDM) of Supervision. This Southern Regional Quality Improvement Center funded research project tested RDM as a method of improving supervisory clinical skill building. He is currently the evaluator for Missouri's research and demonstration project, Maintenance Needs in Performance Based Contracting Success with the Quality Improvement Center on the Privatization of Child Welfare Services. He is known for his work in rural social work, child welfare and in juvenile court services.

Cindy Wilkinson has spent more than 24 years in various aspects of public child welfare agency practice and service. She is currently employed with the Missouri Department of Social Services, Children's Division and is responsible for the administration of eleven contracts with private providers. In this capacity, she is responsible for oversight, planning and monitoring the contractor's performance and outcomes. These contracts serve approximately 3000 children, which represent 32% of the children in foster care in the state of Missouri. She has served as the state's Foster Care and Adoption Program Manager and is currently the chair person for Missouri's Comprehensive System Management Team, working to develop an interagency mental health service system for children and their families. She completed her Master's degree in Social Work at the University of Missouri-Columbia in 1996. Cindy has also served as an adjunct professor at the University of Missouri-Columbia, School of Social Work, since 1999, teaching both graduate and undergraduate students in the field of social work.

Patricia R. Wilson, MSW was named Commissioner of the Department for Community Based Services in January 2008. Pat has over thirty years of child welfare experience. Her extensive background as a front-line child welfare worker and supervisor has provided an invaluable framework for her administrative experience, which has included both fiscal and program development. Upon leaving the public sector in 1999 after twenty-six years, Ms. Wilson spent three years as an independent consultant focusing on the design of child welfare service delivery systems and financing strategies for those systems. Joining the Child Welfare League of America in 2003, she spent a year as a consultant working with both public and private non-profit agencies around program development as well as operational and financial assessment of programs. Ms. Wilson has extensive experience in the realm of child welfare financing at both state and national levels, has conducted numerous workshops regarding federal financing of child welfare service, and has testified before a Congressional sub-committee as well as state legislative bodies about child welfare financing.