



University of
Pittsburgh

School of
Social Work

Pennsylvania Child Welfare Resource Center

704: Effective Child Welfare Contracting

The Pennsylvania Child Welfare Resource
Center

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Section 1: Introduction

Learning Objectives:

By the end of the course, participants will be able to:

- Identify the contracting tasks within the NBPB cycle
- Explain best practices to contract negotiation, development, and monitoring
- Explain how to develop effective child welfare contracts that incorporate outcome measurements
- Discuss practical insights and strategies from experienced county administrators and fiscal experts to improve contract management in their own child welfare agencies

Competencies

110-3: Teaming: The child welfare professional assembles teams within and across organizations that are inclusive of family members utilizing and contributing to a collaborative approach throughout all phases of the child welfare process.

110-6: Monitoring and Adjusting: The child welfare professional continuously analyzes, assesses, monitors, and evaluates the effectiveness of strategies, goals, and outcomes and adapts accordingly in response to changing circumstances to achieve sustainable and beneficial results.

Effective Child Welfare Contracting Agenda

- Section 1: Introduction
- Section 2: Contract Development
- Section 3: Outcomes and Deliverables
- Section 4: Contract Monitoring
- Section 5: Closing

Section 2: Contract Development

Contract Development

Contract development is the responsibility of the county Children and Youth Agency (CCYA) to establish the services necessary to meet the CCYA's operational needs and goals on an annual basis.

Contract Development

Agency Needs Assessment to determine appropriate services should include examining:

- Case Statistics such as: Referrals and Reason for Agency involvement
- Case Status Volume and Trends: Assessment, Accepted for Protective Services, Placement, and Permanency
- Staffing: Direct Service, Administrative and Support Staff
- New legislation, initiatives or state requirements and implementation time frames
- Current Service Provider Solvency, Outcomes and Waitlists
- Opportunities presented by new providers or developed with current providers

Contract Development

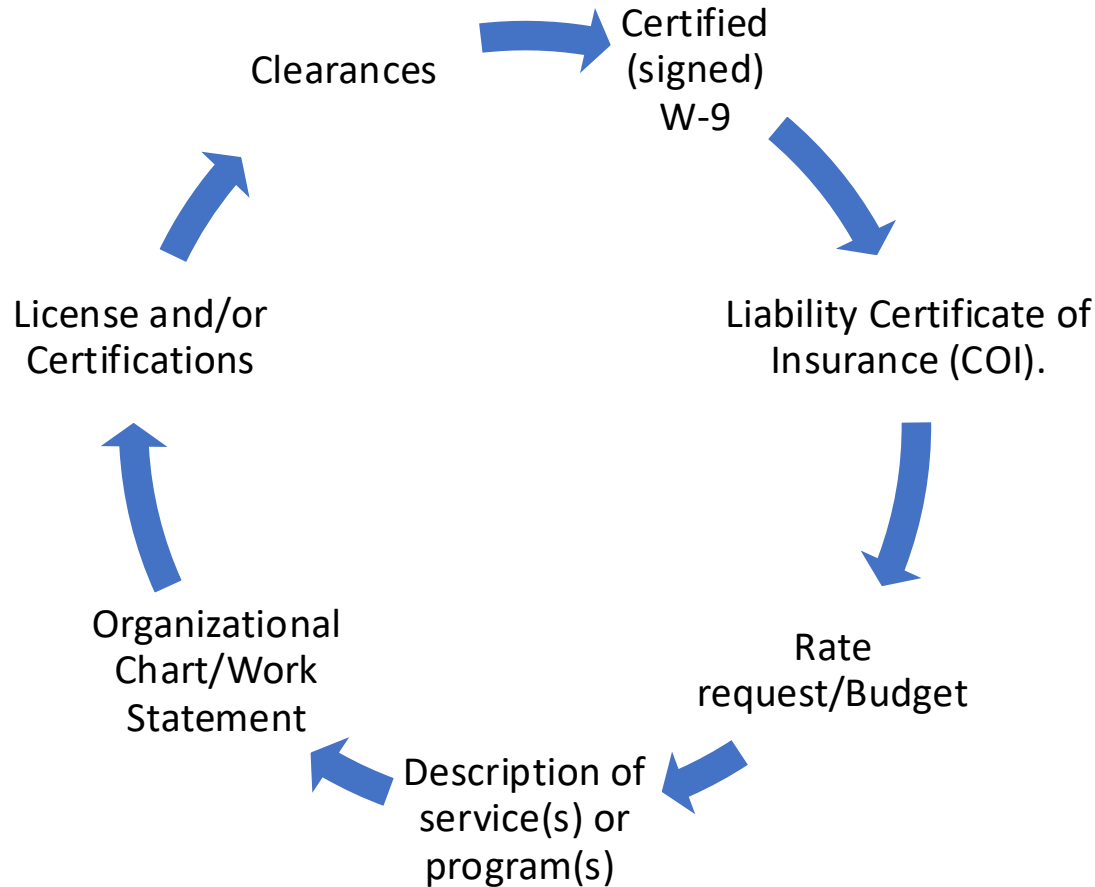
Following identification of the service needs these major components must be addressed with the designated provider(s) to develop a solid agreement for contracted services:

- Is funding available to satisfy the scope of work?
- Does the provider have the capacity to deliver services in line with the CCYA's key objectives?
- How will communication flow?
- What type of documentation of service delivery does the CCYA need to receive and at what frequency?
- How will performance be measured?

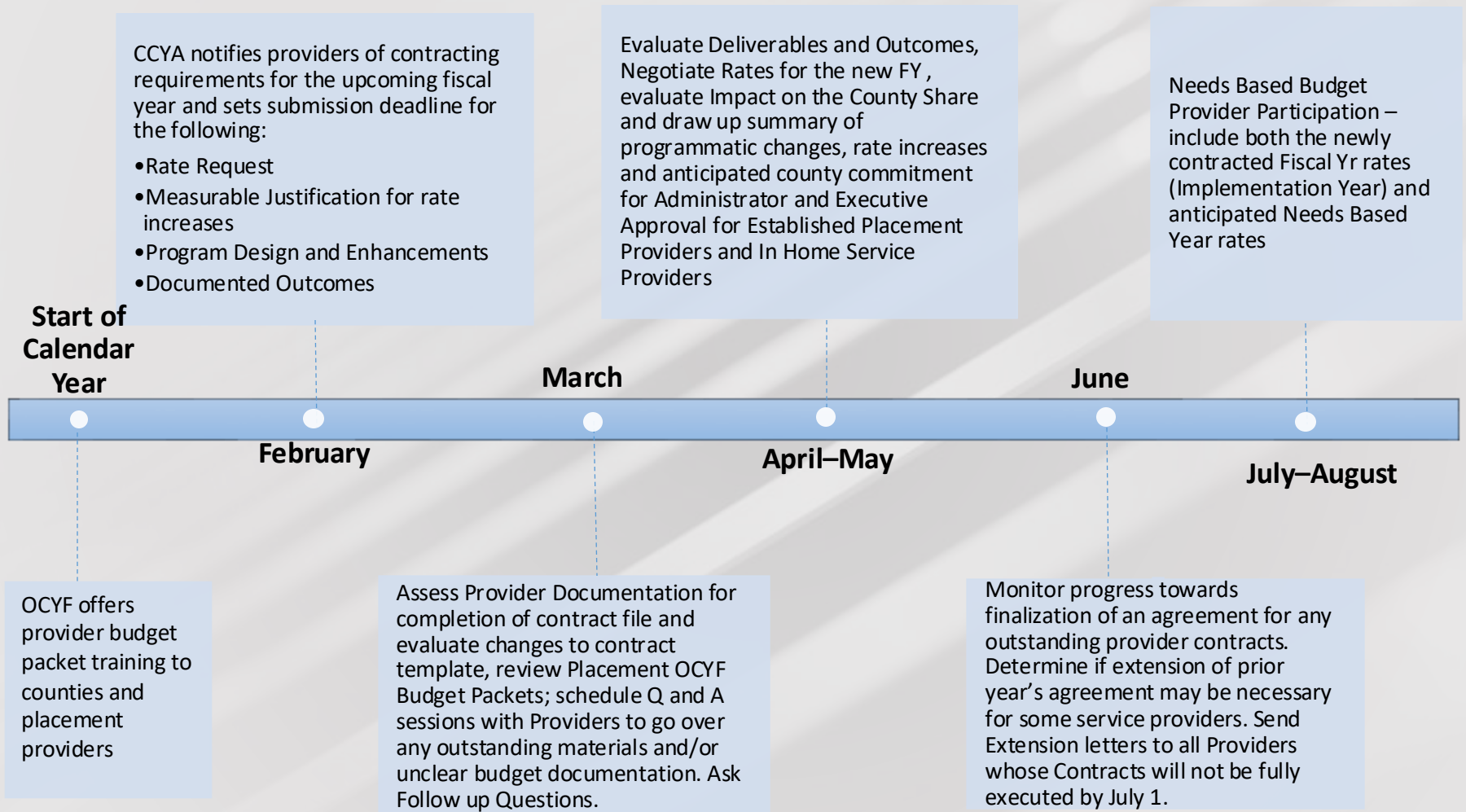
Building the Agreement

- Identify the target population
- Identify the referral source and procedure
- Describe the scope of work and isolate any restrictions or parameters
- Anticipate the dosage of service and caseload and/or referral volume
- Establish any evidence-based components and/or benchmarks for measuring progress (agree to revisit those as needed)
- Detail requirements related to clearances, auditing, billing, and documentation for case records
- Consider including language to provide flexibility to customize a service with pre-authorization from the CCYA. Indicate authorization chain by title

Contract File Documentation



Anticipated Annual Timeline for Contract Completion by June 30th



Provider-Needs-Based-Plan-and-Budget-Tool

NBPB

Changes, Additions, and Deletions



Providers may be added or terminated throughout the year for various reasons



Acceptance of new providers may be dependent on flexibility within budget and projected spending trends



Expedite timeline cycle and collect all necessary documentation

Verify legal entity status and OCYF budget approval (if OOH)

Evaluate programmatic and financial impact

Amendments vs. Addendums



Contracts that have been finalized but need changes or additions require an amendment or addendum.



Amendments are created if the terms of the original contract needs to be **CHANGED** in some way.

Amendments vs. Addendums



Addendums are created when something new (usually a service) that was not included in the terms of the original contract needs to be **ADDED**.



Amendments and Addendums are to be treated and processed the same way as a full contract. Require Solicitor's Review prior to Provider signature and Executive and Commissioner's Approval.

Contract Development and Negotiation Breakout

Placement

In Home

Case
Management
Support

Administrative

Allowable vs. Reasonable

FY 23-24-
Delco

DC RES FY24-
25_DCEYA

Challenges and Considerations

- There is a lack of understanding between Providers and Counties as to why these negotiations occur
- OCYF allowability review versus County reasonableness review
- How to successfully implement a new program
- Insurance requirements and waivers
- Transportation expectations are becoming a barrier for provider fulfillment of service deliverables
- CCYA capacity to monitor and quality of monitoring activities
- Starting a service without prior planning or participation in NBB

Waivers

May be requested for purchased service agreements as needed.
(Example: Regulations require that contracts be entered into annually.)

- Reference PA Code
- Explain under what condition the waiver is being sought
- Summarize the CCYA's need for the waiver and provide detailed justification for the request
- Explain how this request will not impact the safety of children or other involved individuals
- Explain the positive impact of the waiver for all effected party/ies
- If there is a fiscal impact, estimate and specify the impact on federal, state and county shares

When to Program Fund

The CCYA may enter into agreements where reimbursement of providers will be based on a charge per **defined unit of service**. The CCYA may also enter into agreements where the total eligible expenditures to deliver the **program** are reimbursed.

Program funded providers shall be limited to two years unless otherwise approved by the region, generally through the Needs Based Budget process.

Program Funding Documentation

Documentation of Program Funded Services must include:

- Justification of why it is both reasonable and necessary to program fund
- The cost of program funding does not exceed the actual cost of the operations
- The CCYA's funding supports only allowable expenditures after other offsetting revenue has been applied.

The program funded provider service is compliant with designated requirements in 3170s. Fixed Assets are inventoried by the CCYA. Subcontractors are included in monitoring of the provider's overall compliance.



Contracting Basics – Q and A

- How do you avoid dramatic increases during contract negotiations?
- How can you verify provider's actual costs to operate a program?
- How can I evaluate occupancy rates and what can I do to improve those, when appropriate?
- What impacts the county's insurance requirements and how do I help providers reach the requested thresholds?

Section 3: Outcomes and Deliverables

Integrating Outcomes and Developing Deliverables

Deliverables should be developed with the CCYA's key objectives in mind

- Who specifically will be served? (identify your target population)
- What will this service provide to children and families (and/or the CCYA) and how was this need identified?
- When and in what manner will services be delivered?
- How will progress be documented and measured?
- What will the end result look like after service is complete?
- How will you know if CCYA goals were achieved?
- What is the overall impact to the CCYA?

Integrating Outcomes and Developing Deliverables (continued)

Outcomes

- Quantifiable results of services before, during and post delivery
- Should target key objectives of the Agency to resolve dependence of families on CCYA interventions and maintain children in the home safely or achieve permanency for youth in out of home care
- May be directly related to expected results of evidenced based programs

Integrating Outcomes and Developing Deliverables (continued)

- Identify the main objective of the service and desired outcomes
- Collaborate with the service provider on how anticipated results may be achieved
- Rate/weigh risk, evaluate importance of service, probability of success and permanency of results when multiple pathways exist to achieve the same end
- Think out of the box! Be creative with resources available through the provider to design services that meet the child, family and Agency's needs.
 - Is it allowable? Is it reasonable? Is it safe? Does it fit best practice standards?

Outcomes and Deliverables Q and A

- What are some characteristics of the most needed service providers?
- Can providers who are provisionally licensed be underbid when negotiating rates?
- How can I best support a new service provider?
- How can I hold providers accountable?
- What is the simplest way to measure outcomes?

Section 4: Contract Monitoring

Monitoring Schedule and Design

- Set a schedule and avoid major conflicts for all participants (preexisting audits or reviews, prescheduled non-negotiable deadlines, etc)
- How many providers will be included and at what frequency?
- How will participating providers be selected?
- How will providers be informed of monitoring expectations and requirements?
- Who will be participating?
 - Program/CQI
 - Fiscal
 - Others?

Monitoring Schedule and Design (continued)

- Do you have an established procedure?
- What will you be testing and where will results be recorded?
- How will findings be evaluated and by whom?
- How will each monitoring event close and what data will be maintained on record?
- When do you recommend service, billing or contract changes and when should you require these?
- When is a corrective action plan warranted?
 - Who will approve the corrective action plan?
 - Who will monitor and record completion?
- What were the designated outcomes and how will those be measured?

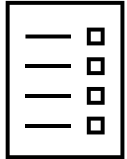
Monitoring Schedule and Design (continued)



Develop a Policy and Procedure that establishes a workflow process and requirements that are flexible, versatile and support efficient use of staff resources

- Can it be maintained during periods of high vacancies?
- Does it risk non-compliance for the CCYA or providers?
- Is it sensitive to risk or does it require Corrective Action Plans only, rather than also allowing for recommendations, collaboration and redevelopment without such action?
- Does it designate action time frames or instead, move with fluidity through a designated pathway?
- Can it be applied to in home care, out of home care and support services?

Monitoring Schedule and Design (continued)



- Are results documented and include the following:
 - Proof of testing of clearances and conflicts noted
 - Proof of testing mandated reporting and Voluntary Resolution Agreement (VRA) training
 - Quality Assurance of case notes and activities adhere to service deliverables
 - Review of Billing Compliance in accordance with service deliverables and rate schedule (including testing of expenses and program revenues)
 - Fiscal Procedure to manage over and under billing

Monitoring Recommendations

- Introduce Providers to your process through face to face and written communication
- Open discussion of upcoming monitoring activities as a dialogue
- Send advance written notification detailing the scope of review
- Request submission of materials in advance of review date, when possible
- Vary test months and test criteria annually
- Maximize staff resources by prioritizing selected providers. For example, require early monitoring of new providers, regularly scheduled monitoring of unlicensed providers, collaborative monitoring of providers serving high risk populations and repeat monitoring of providers where quality assurance and/or safety complaints have been received
- Should inform Single Audit Exhibit XXI and confirm fidelity to evidenced based models where appropriate

Contract Monitoring Breakout

Placement

In Home

Case
Management
Support

Administrative

Contract Monitoring Q and A

- If my CCYA hasn't maintained regular monitoring, where should we begin?
- Do you have suggestions on how to implement a new monitoring practice?
- Are there quick wins?
- What happens when I validate non-compliance with regulations?

Section 5: Closing

**Please remember to
complete your evaluations!**