



# House Human Services Committee

## Child Protective Services Reform

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### Foster Care and Outsourcing Issues

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Deputy Executive Commissioner

March 1, 2005

## Improving Services to Families and Children Components:

- **Community-based contracting**
- **Independent Administrators**
- **Performance-based contracting**
- **Purchased services**
- **Prevent Maltreatment**

# Community Based Contracting

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Contract with community-based agencies to provide substitute care, family reunification, adoption, and preparation for adult living services.

- Develop strategy for transitioning responsibility for permanency services to private sector agencies using a phased approach.
  - Maintain responsibility within DFPS for legal conservatorship of children and for providing safety-related services:
    - Intake
    - Investigation
    - Family-based Safety Services
  - Provide rigorous oversight of contracted services through an enhanced DFPS quality assurance program.
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# Independent Administrators

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Use independent administrators to secure and manage services in defined areas through:

- Recruiting and subcontracting with community-based agencies to provide full range of permanency services
- Selecting the best provider of services for children and families needing permanency services
- Monitoring quality of services delivered by subcontractors
- Ensuring accountability for achieving defined client and system outcomes
- Ensure that contracts include a “no reject, no eject” clause to ensure stability for children in foster care

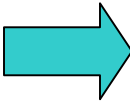
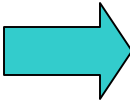
## Convert from effort-based to performance-based contracting:

- Develop contractual performance standards to ensure that private agencies achieve quality outcomes
- Establish incentives to improve availability of key services
- Implement a comprehensive, multidisciplinary quality assurance team within DFPS to oversee and monitor performance of contracted private agencies





**Table 3 Outsourcing CPS Services:**  
Pre- and Post-Reform Roles for CPS and Private Sector Agencies

CPS Roles		
Pre-Reform		Post-Reform
<p><b>Legal Conservator</b></p> <ul style="list-style-type: none"> <li>Make decisions on behalf of children</li> <li>Keep court informed</li> </ul>		<p><b>Legal Conservator</b></p> <ul style="list-style-type: none"> <li>Make decisions on behalf of children</li> <li>Keep court informed</li> </ul>
<p><b>Service Provider</b></p> <ul style="list-style-type: none"> <li>Statewide intake</li> <li>Investigations</li> <li>Family-based safety services*</li> <li>Substitute care services*</li> <li>Case management services for children in substitute care</li> <li>Family reunification services</li> <li>Adoption &amp; post-adoption services*</li> <li>Preparation for adult living services*</li> <li>Foster/Adoptive home recruitment and development *</li> </ul>		<p><b>Service Provider</b></p> <ul style="list-style-type: none"> <li>Statewide intake</li> <li>Investigations</li> <li>Family-based safety services</li> </ul>
<p><b>Manager of Contract Services</b></p> <ul style="list-style-type: none"> <li>Enroll interested providers</li> <li>Monitor compliance with contractual terms</li> </ul>		<p><b>Manager of Contract Services</b></p> <ul style="list-style-type: none"> <li>Establish performance standards</li> <li>Use performance-based contracting</li> <li>Procure independent administrators for defined service areas</li> <li>Establish multi-disciplinary quality assurance teams</li> <li>Verify delivery of services</li> <li>Ensure client and system outcomes are achieved</li> <li>Monitor and enforce contractual terms</li> <li>Monitor and enforce licensing standards</li> </ul>
Private Sector Roles		
Pre-Reform		Post-Reform
<p><b>Contracted Service Provider</b></p> <ul style="list-style-type: none"> <li>Family-based safety services*</li> <li>Substitute care services*</li> <li>Adoption &amp; post-adoption services*</li> <li>Preparation for adult living services*</li> <li>Foster/Adoptive home recruitment and development *</li> </ul>		<p><b>Contracted Service Provider</b></p> <ul style="list-style-type: none"> <li>Substitute care services</li> <li>Case management services for children in substitute care</li> <li>Family reunification services</li> <li>Adoption &amp; post-adoption services</li> <li>Preparation for adult living services</li> <li>Foster/Adoptive home recruitment and development</li> </ul>
		<p><b>Independent Administrator of Services</b></p> <ul style="list-style-type: none"> <li>Recruit community-based subcontractors</li> <li>Select best available subcontractor to provide services</li> <li>Monitor services delivered by subcontractors</li> </ul>

\* Indicates services shared between CPS and private sector

Develop a broad range of services within communities to meet the complex needs of CPS children

- Increase availability of critical services targeted to CPS children and families, especially:
  - Substance abuse prevention, evaluation and treatment
  - Mental health services
  - Domestic violence prevention and treatment
- Increase the availability of protective daycare
- Collaborate with communities to develop and utilize faith-based resources to meet the needs of families in their communities



## Prevent Maltreatment

- Support development of community-based service networks that provide services to at-risk families who do not qualify for CPS intervention.
- Reduce second-generation abuse and neglect by providing foster youth with extended support services from age 18 to age 21.
  - Job preparation through local workforce boards.
  - Medicaid
  - Structured living
- Expand transition centers to every region in the state and incorporate emergency shelters for short-term stays.