



Performance Based Contracting and Quality Assurance: Building Systems to Support Success

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

The Quality Improvement Concept

The QIC PCW continues the experiment by the Children's Bureau to utilize QICs as a method of research and demonstration

- evidence-based topic selection
- rigorous evaluation
- targeted TA
- broad dissemination

This is a **knowledge development** initiative—the goal is to *move the child welfare field forward*

Funded by the Children's Bureau, the QIC PCW has the following goals:

- To promote and support an **evidence-based and outcomes-focused approach** to child welfare system development and organizational improvement.
- To facilitate a **collaborative information-sharing and problem-solving national network** among subgrantees, the Children's Bureau's training and technical assistance network, public child welfare agencies, private service providers, and other stakeholders.
- To **build consensus** on appropriate models of reform, the respective roles and responsibilities of public and private agencies, and to **provide input** on areas on which the child welfare policy and evaluation fields should focus.

Triangulation of Data Led to Selection of Topical Focus Area for Sub-grants

Initial NAB/CB Discussions

Key Informant Discussions
with PCW Administrators

Discussions with Stakeholder

Groups

Targeted Forums with
Experienced States

Literature Review

Test innovative
performance based-
contracting and quality
assurance systems'
ability to promote:

- CW outcomes
- Quality service delivery
- Accountability
- Collaboration

Three Demonstration Sites: Florida, Illinois, Missouri

Different PBC/QA Interventions Across Sites

- Case management – FL & MO
- Residential - IL
- Public/Private Structure
- Contract Specifications – Incentive/Penalties
- Quality Assurance Systems
- Organizational or System Supports

Different Designs Across Sites

- Multi-county contractors vs comparison - FL
- 3 Regional private contractors vs public mirror sites vs public agency + random case assignment – MO
- State-wide private contractors - IL

Different Outcomes Across Sites

- Process & Practice outcomes – FL
- CFSR outcomes – MO
- Treatment & Discharge outcomes - IL

Cross-Site Evaluation Research Questions

RQ1: Does an inclusive and comprehensive planning process produce broad scale buy-in to clearly defined PBC/QA?

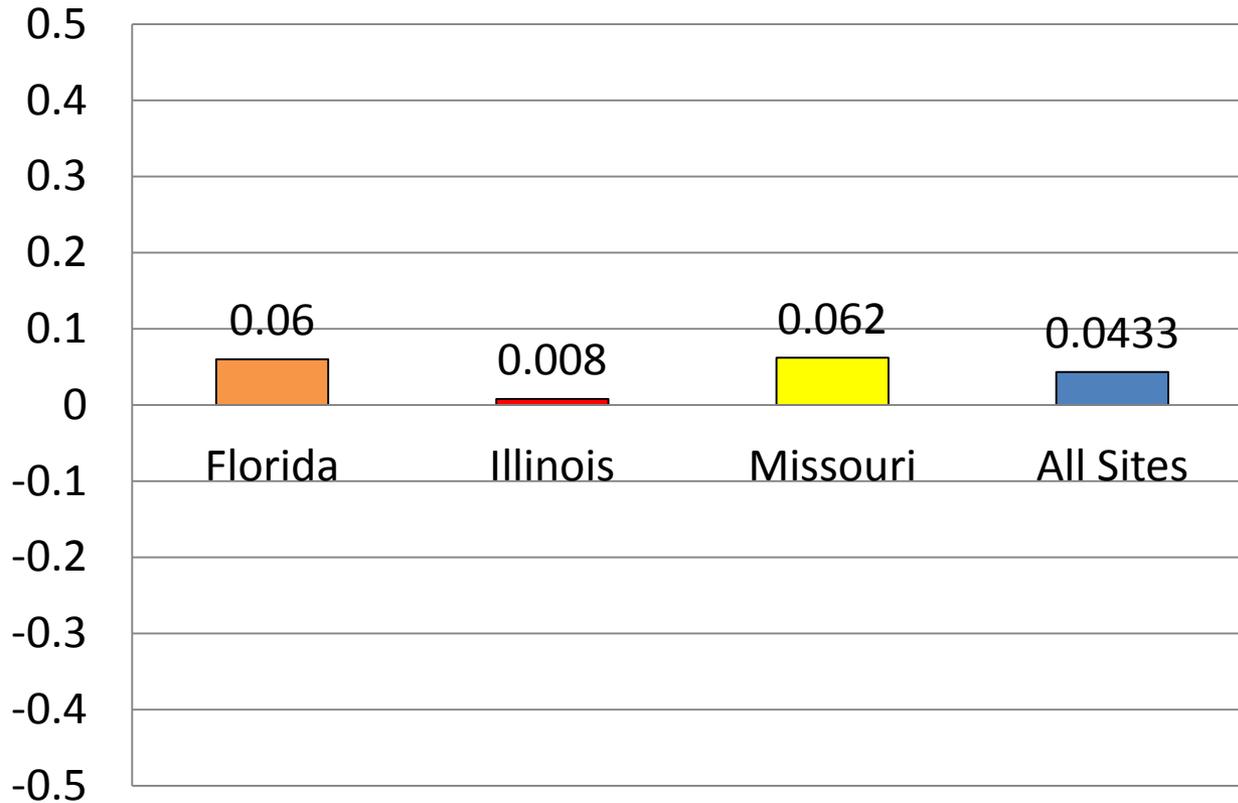
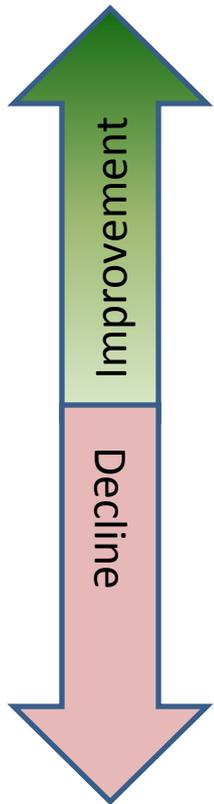
RQ2: What are the necessary components of PBC/QA systems that promote the greatest improvements in outcomes for children and families?

RQ3: When operating under a PBC/QA system, are the child, family and system outcomes produced by private contractors better than those under the previous contracting system?

RQ4: Are there essential contextual variables that independently appear to promote contract and system performance?

RQ5: Once initially implemented, how do program features and contract monitoring systems evolve over time to ensure continued success?

Relative Change in Performance (Standardized) From Project Year 1 to Project Year 2



Note: Scores represent the standardized difference between Y1 and Y2; 0 represents no change from Y1 to Y2

Summary: Outcome Performance

- Raw data from each site shows that for the majority of outcomes, outcome performance by contractors improved from Y1 to Y2 under PBC
- Standardized data across sites and outcomes shows that the relative change or difference in performance from Y1 to Y2 was positive (+.0433)
- Translated: This represents a 4% improvement in overall outcomes

Common Elements for Success Across Sites

Political	Right Time and Support for Change
Leadership	Right Leaders Driving Change & Staying Involved
Collaboration	Inclusive Planning Process Between Public & Private
Planning	Sufficient Time to Plan
Communication	Formalized, Transparent Communication Structure Meaningful Feedback to All Levels
Practice	Support for Practice Change
Data	Having and Using Reliable Data
QA/QI	Restructuring QA/QI Process to Support PBC
Outcomes	Selecting Right Outcomes and Building a Contract Around Them

Site-Specific Supports for Achieving Success

	FLORIDA	ILLINOIS	MISSOURI
Collaboration Support	<ul style="list-style-type: none"> •Neutral Facilitator •Supervisory Roundtable 	<ul style="list-style-type: none"> •Provider Forums & Info Dissemination •Issue-Specific Workgroups 	<ul style="list-style-type: none"> •Program Manager Meetings •Issue-Specific Workgroups
Outcome Support	<ul style="list-style-type: none"> •Supervisory Review Tool •Family Finders 	<ul style="list-style-type: none"> •Discharge & Transition Protocol •Child Youth Investment Teams (CAYIT) & Centralized Matching 	
Practice Support			<ul style="list-style-type: none"> •Statewide Practice Summits
Decision Making Support		<ul style="list-style-type: none"> •Child Welfare Advisory Committee (CWAC) 	<ul style="list-style-type: none"> •CEO Meetings
Organizational/System Support		<ul style="list-style-type: none"> •University Research Partnerships 	
Data Support		<ul style="list-style-type: none"> •Residential Treatment Outcome System (RTOS) •Data Test Workgroup 	<ul style="list-style-type: none"> •Random Case Assignment
Quality Assurance Support	<ul style="list-style-type: none"> •Detailed Agency & Worker-Specific QA Reports 	<ul style="list-style-type: none"> •Monitoring Shift to Quality vs Compliance 	<ul style="list-style-type: none"> •Joint Public/Private QA/QI Alignment

Lessons Learned Across Sites

Process

- Planned collaboration and communication process structures are critical
- Performance-based contracting is an evolutionary process that takes time
- If phasing in, need structured plan for new sites using lessons learned from experienced
- Use a fidelity checklist for implementation

Public/Private Partnerships

- Put equal emphasis on reform in both the public and private sectors
- All providers are different entities - they don't operate the same.
- May need to be more direct and prescriptive with the private sector

Contracts

- Collaboratively choose right outcomes to match overall system goals
- Develop a longer term plan than the current contract
- Marry finance to outcome development at the start
- Need fluid peer record review across sectors
- Don't have dual case management system
- Be flexible in contracts and allow innovation

Data

- Develop or modify data collection/tracking system that is robust
- Must have reliable and accurate data to measure outcomes/performance

Conclusions

- Formal public/private partnerships via performance-based contracts and aligned quality assurance systems can lead to improved system and child/family outcomes
- This is a data-driven process that requires a robust data system infrastructure and commitment to using outcome evaluation to monitor performance
- Additional organizational or system supports can help ensure practice change and outcome attainment. Developing and sustaining collaborative relationship is key to successful planning, implementation, progress, adaptation

Preview of Things to Come:

- *Portrait of Private Agencies in the Child Welfare System: Principal Results from the National Survey of Private Child and Family Serving Agencies*
- *Strategic Planning to Enhance Public/Private Partnerships: Lessons Learned from Five States' Efforts*
- *Special Issue of **The Journal of Public Child Welfare** on this work Winter 2012*