



Performance-Based Contracts

State Fiscal Year July 1, 2021, through June 30, 2022

Annual Report

Table of Contents

Introduction2

Description of Measures.....3

CPA: Scorecards.....4

Monthly Submission Process.....5

Stabilization and Treatment (STAT) Homes.....5

Adoption Incentives7

Introduction

During the 2020 legislative session, the passage of House Bill 4092 amended or reenacted W. Va. Code §49-2-111a, requiring the West Virginia Department of Health and Human Resources (DHHR) to enter into performance-based contracts with child placing agencies (CPAs) in the state by no later than December 1, 2020, with a hold harmless provision to establish necessary baselines. The bill defined performance-based contracting as structuring all aspects of the procurement of services around the purpose of the work to be performed and the desired results with the contract requirements set forth in clear, specific, and objective terms with measurable outcomes and linking payment for services to contractor performance.

Any performance-based contracts must include adequate capacity to meet the anticipated service needs in the contracted service area of the CPA; the use of evidence-based, research-based, and promising practices, where appropriate, including fidelity and quality assurance provisions; and CPA data reporting, including data on performance and service outcomes, including, but not limited to:

- Safety outcomes
- Permanency outcomes
- Well-being outcomes
- Incentives earned
- Placement of older children
- Placement of children with special needs
- Recruitment and retention of foster parents

As part of the procurement process under this section, DHHR issued a request for proposals (RFP) in July 2020. In fall 2020, DHHR's Bureau for Social Services (BSS) received applications to provide foster care from each of its child placing agencies. However, it became apparent that the RFP would not accomplish the State's goal of reforming foster care and the RFP was withdrawn as the RFP would have limited the selection of the top five scoring child placing agencies within the then established four state regions under the previous Bureau for Children and Families. This would have had a significant negative impact of foster care placement capacity and recruitment of foster homes. A Request for Information (RFI) process was then initiated.

Historically, CPAs were paid a per diem of \$55.00 per child, per day in a foster care placement with their agency. Out of that rate, the CPAs were required to pay their foster homes no less than \$20.00 per day. In July 2021, BSS implemented higher per diem payments to all CPAs for accepting children with moderate and severe behavioral health issues as well as children who were medically fragile. Payments were based on the level of the child's needs and are increased or decreased after periodic reviews of the child. Children enter care at Tier II and are evaluated using the Child and Adolescence Needs Assessment (CANS) within the first 30 days to determine their actual level of need. Rates are increased or decreased depending on their scores in specific items of the CANS. These scores are reviewed by the Administrative Service Organization (ASO), Kepro, and rates are adjusted accordingly. The following chart shows a breakdown of tiered foster care payments.

Age Tier - CPA Tier 1 Payments		
	Daily	Monthly
0-5	\$65.00	\$1,978.00
6-12	\$67.00	\$2,038.00
13-21	\$70.00	\$2,129.00

Age Tier - CPA Tier 2 Payments		
	Daily	Monthly
0-5	\$85.00	\$2,585.00
6-12	\$87.00	\$2,646.00
13-21	\$90.00	\$2,737.00

Age Tier - CPA Tier 3 Payments		
	Daily	Monthly
0-5	\$115.00	\$3,498.00
6-12	\$117.00	\$3,558.00
13-21	\$120.00	\$3,650.00

Also beginning in early 2021, DHHR began outlining required outcomes of performance expected from CPAs as well as an incentive-based payment schedule to meet those outcomes.

BSS initiated bi-weekly meetings with its CPAs to develop performance-based contracts for family foster care. These meetings were held to solicit feedback from the agencies as well to establish outcomes for our foster care contracts. During the meetings, BSS staff and providers collaborated to develop a scorecard that measures the performance of each agency and compares each agency individually against the state average.

One of the most important factors in developing these outcome measures was ensuring CPAs were measuring performance that was within their level of control. Each measure developed is a direct result of a federal standard, compliance measure, or supports the vision of the child welfare system in the state.

Description of Measures

Performance measures were developed collaboratively with the agencies. They include items the state is measured against during its federal review process by the U.S. Department of Health and Human Services, Administration for Children and Families’ Child and Family Services Review (CFSR). These measures focus on twelve items of safety, permanency and well-being:

- Item 1 references safety of children in their foster care setting by agencies reporting the number of children in their care during the calendar month that had a substantiated finding of maltreatment. This number is converted to a percentage of children considered safe at the end of the month.
- Item 2 references the number of children who received two monthly visits by their agency case worker during the month according to their contract. This item is also tracked during the CFSR and creates a financial penalty for the state when the percentage is below 95%.
- Item 3 measures the percentage of youth placed with the agency during the calendar month who were required to and did receive a CANS assessment.
- Item 4 measures the percentage of children who are part of a sibling group and are placed together in the same foster home. This item is an attempt to measure the state's progress in developing homes who take sibling groups. Keeping siblings together is a focus for West Virginia.
- Item 5 measures the percentage of children who remained in the same foster home during the calendar month and is also a CFSR item. Multiple moves are disruptions for foster children and create trauma. West Virginia has made a concerted effort to keep children from making multiple moves while in foster care which decreases the amount of time to reunification or other forms of permanency.
- Item 6 measures the proximity of the placement to the child's home of origin. The state's goal is to develop homes in underserved areas to keep children close to home to facilitate visitation and reunification.
- Item 7 measures the percentage of youth in foster care during the month that have a transition plan for older youth in place. This plan outlines the adult life skills they need to master as well as the steps to help the youth become self-sufficient in preparation for aging out of foster care.
- Item 8 measures the percentage of children with the CPA who are adopted within six months of termination of parental rights. Timely adoption is also a CFSR measure. CPAs currently receive \$1,000 for each completed adoption.
- Item 9 measures the percentage of children who receive visits with their family as recommended by their visitation plan. Maintaining connections is also a CFSR measure and frequent visitation with family has been shown to decrease the length of time to reunification.

The remaining three items measure recruitment and retention of foster parents by the agency. Raw numbers as well as length of time a family has been a foster home are captured. This allows both the individual agency as well as the state to measure the percentage of increase in homes.

CPAs: Scorecards

West Virginia CPAs are required to submit monthly performance measures to DHHR. Beginning in State Fiscal Year (SFY) 2022, July 1, 2021, through June 30, 2022, DHHR worked closely with CPAs to define the initial set of performance measures, with the expectation that the measures would be monitored in SFY 2022 and baseline values established for inclusion in the SFY 2023 measures. Beginning in SFY 2023, each CPA would be monitored against the performance baselines, with financial penalties and incentives applied based on each CPA's individualized performance.

Each CPA utilizes a single Excel workbook developed and provided by DHHR. The workbook provides tabs for each month in the fiscal year for the CPAs to complete each measure. In addition, there are two read-only tabs that summarize the data to provide simple aggregation for the CPAs. Below is an example of an agency scorecard.

	A	B	C	D	E	F	G	H	I
1	Draft CPA Measures								
2	<i>Provide data in the gold areas</i>								
3				7/1/2021	8/1/2021	9/1/2021	10/1/2021	11/1/2021	12/1/2021
4				7/31/2021	8/31/2021	9/30/2021	10/31/2021	11/30/2021	12/31/2021
5									
6									
7	Draft Scoring Criteria			Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
8	1. Safety. Rate of maltreatment of children in CPA Agency's care during the reporting period.								
9	(A) Number of unduplicated children in care during the reporting period		*	27	39	38	39	38	3
10	(B) Number of total unduplicated children with IIUs substantiated by foster family during the reporting period (only include number of children identified in investigation, and not total in household)	1.00	*	0	0	0	0	0	
11									
12				Year 1 Benchmark TBD					
13	Percentage of total children with substantiated IIUs	0.14%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
14	2. Safety. Percentage of children receiving 2 monthly visits from the CPA worker								
15	(A) Number of children in care during reporting period			27	39	38	35	38	3
16	(B) Number of children placed for 14 days or less			0	0	0	0	0	
17	(C) Number of children expected to receive 2 monthly visits from the CPA worker (or 1 visit for children placed at least 14 days or less during the reporting period)		*	27	39	38	35	38	3
18	(D) Number of children receiving the required CPA visits		*	27	39	31	35	38	3
19				Year 1 Benchmark					
20	Percentage of children receiving required CPA worker visits	96.25%		100.00%	100.00%	81.58%	100.00%	100.00%	97.06%
21	3. Placement. Percentage of children placed, with a CANS completed as required								
22	(A) Number of children in placement that require an initial CANS during the reporting period		*	1	9	9	7	0	
23	(B) Number of children in (A) that received a CANS within 30 days		*	1	9	9	7	0	
24				Year 1 Benchmark TBD					
25	Percentage of children receiving a CANS within 30 days	100.00%		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
26	4. Placement. Percentage of siblings placed together								
27	(A) Number of sibling groups in care			3	5	9	7	7	
28	(B) Number of sibling groups in care where BCF or court recommended or required separation			0	0	0	0	0	
29	(C) Number of sibling groups recommended placed together		*	3	5	9	7	7	
30	(D) Number of sibling groups not placed together			2	2	2	2	4	
31	(E) Number of sibling groups placed together		*	1	3	7	5	3	
32				Year 1 Benchmark TBD					
33	Percentage of sibling groups in CPA's care who are placed together	60.41%		33.33%	60.00%	77.78%	71.43%	42.86%	50.00%
34	5. Placement stability. Percentage of children in foster care experiencing 2 or fewer placements while in the continuous care of the								

Monthly Submission Process

Each month, CPAs submit their workbook to the designated specialist at the DHHR State Office. That specialist reviews the file to make sure there are no data issues, such as missing values, or invalid numbers.

A DHHR Foster Care Analysis review team is being established to review measures monthly. Beginning in June 2022, DHHR began working to establish baselines, items for incentives and items for penalties. Baseline items include a baseline percentage of performance measures such as number of new homes recruited, number of placement disruptions within the CPA's control, percentage of two monthly face to face visits, percentage of siblings groups referred and accept, and other measures associated with stability, permanency, and well-being. (See the chart on page seven containing baseline items.)

Stabilization and Treatment (STAT) Homes

A new addition to performance-based contracts will be West Virginia's Stabilization and Treatment (STAT) homes. A STAT home is a family alternative to residential placement for children requiring a behavioral health intervention. STAT homes provide short-term intervention to provide a stable, family-like setting, with treatment and behavioral interventions so the child can ultimately return to their home or another family setting.

Children deemed appropriate for the STAT home setting must be approved for DHHR's Bureau for Medical Services Children with Emotional Disorders (CSED) Waiver program and in state custody. STAT homes provide a safe environment for children with serious emotional disturbances or disorders to receive coordination of needed services from a West Virginia Wraparound Facilitator that practices a high-fidelity system of care model using home- and community-based services to allow youth to continue functioning in a community setting with

a system of supports. STAT home foster parents are specifically recruited and trained to provide intensive support for these children.

The West Virginia STAT home model is in the later development stages and will be accessible statewide once fully implemented. The goal of the West Virginia STAT home is to ensure that children who are appropriate for the STAT home level of care are timely placed with specially trained foster parents who provide supports for stabilization to divert the youth from entering a residential placement, in addition to their responsibilities of fostering, STAT home foster parents should act as resource parents to the child’s prior placement provider or biological family, when appropriate.

CSED Waiver services will provide children with high-quality treatment services in a community-based family setting. Additional service needs beyond the CSED Waiver program will be met as needed.

STAT home services supporting normalization will focus on the stabilization of the youth’s acuity to allow for reintegration into the community. The youth will be supported in attending school, with appropriate aide support if necessary, to allow for engagement, skill practice, and coaching. Placing an emphasis on the involvement of the biological, kinship, or foster family, the STAT home model is designed to create a working therapeutic alliance that encourages and facilitates involvement, sharing, and collaboration to ensure stabilization of the youth.

Similar but separate performance-based measures were developed for STAT homes. CPAs requested that these numbers be reported separately since STAT homes are a separate and distinct service. The scorecard works the same way as the original CPA monthly measures with several of the same measures. The following is an example of monthly STAT home measures.

Question	Measure	CPA Value	Additional Details
1. Safety. Rate of maltreatment of children in CPA Agency's care during the reporting period. <i>Notes: Only include IIUs that originate from your agency's foster homes. Do not include IIUs that originate from other agencies.</i>	(A) Number of unduplicated STAT Home children in care during the reporting period	20	
	(B) Number of total unduplicated STAT Home children with Institutional Investigate Unit (IIU) reports substantiated by STAT Home during the reporting period (only include number of children identified in investigation, and not total in household)	1	
	Additional CPA Comments		
	Percentage of total STAT Home children with substantiated IIUs Calculation: $(B/A)*100$	5.00%	Benchmark: TBD
2. STAT Home placement stability. Percentage of STAT Home children that moved within the CPA while in continuous care of the CPA <i>Note: Include all children in care during the reporting period. Consider ALL changes in placements while in care with the CPA, excluding hospitalizations for any reason.</i>	(A) Number of unduplicated STAT Home children in care during the reporting period	30	
	(B) Number of children placed in STAT Homes during the reporting period	4	Data Details 2b-1
	(C) Number of children discharged from STAT Homes during reporting period	3	Data Details 2b-2 , Data Details 2b-3
	(D) Children in (A) that moved to a different STAT home within agency during reporting period.	2	Data Details 2b-4
	Additional CPA Comments		
	Placement stability percentage Calculation: $(E/C)*100$	93.33%	Benchmark: TBD
3. Development - New and closed STAT homes	(A) Number of unduplicated STAT homes newly certified in the reporting period	12	Data Details 3b-1
	(B) Number of total STAT homes closed in the reporting period	4	Data Details 3b-2
	(C) Total number of certified STAT homes in the reporting period	7	Data Details 3b-3
	(D) Number of certified STAT homes with a placement	3	
	Percentage of total STAT homes with a placement Calculation: $(D/C)*100$	42.86%	

Adoption Incentives

Consistent with W. Va. Code 49-2-111a(i), BSS began paying CPAs for completed adoptions, beginning in December 2020. A process was developed to verify that all required documentation has been obtained for audit purposes. Once verified, the state issues payment to the agency. To date, BSS has paid a total of \$1,038,000.00 for adoptions completed by CPAs.

Overall Averages of measures for July 1, 2021, through June 30, 2022, Reporting Period

Item	Average
Percentage of total children with substantiated Institutional Investigative Unit (IIU)	.04%
Percentage of children receiving required monthly face to face visits	97.97%
Percentage of siblings placed together	78.05%
Placement stability percentage	98.76%
Percentage of adoptions completed within six months	59.29%
New foster homes opened	494
Percentage of new foster home that accept sibling groups	79.14%
Percentage of new foster homes that accept children ages 13 and older	39.36%
Percentage of foster homes with a placement	67.93%
Families licensed for at least two years	38.58%
Average time to becoming a licensed foster home	123 days
Foster home closed	490