

The Division of Children and Family Services developed a subaward for the Eastern Service Area case management provider that promotes accountability, focuses on positive outcomes for children and families and encourages innovation through collaboration. To achieve these goals, CFS developed a performance-based contract and oversight that includes new and innovative performance measures. Below is a brief description of some of these new measures in the subaward.

## **Readiness Review:**

Prior to the operational start date, the Department will conduct an operational and financial readiness review of the subrecipient and provide technical assistance. The subrecipient must cooperate with the Department's review process to assess the subrecipient's operational readiness and ability to provide covered services to children and families as of the operational start date. The subrecipient will be permitted to commence operations only if the readiness review factors are met to the Department's satisfaction.

*Right to seek corrective action plan:* Based on the results of the review, DHHS will issue a letter of findings and, if necessary, request a corrective action plan from the subrecipient. The readiness review may cover all provisions of the subaward with a particular focus on assessing the following areas:

If the subrecipient is unable to demonstrate its ability to meet the requirements of this subaward, as determined by DHHS, within the time frames specified by DHHS, DHHS may terminate this subaward.

## **Enhanced Financial Reporting Requirements:**

*Cost Allocation Plan:* The subrecipient shall complete and submit a final cost allocation plan to the Department within ninety days of the operational start date that outlines the administrative functions performed by the subrecipient, and the plan for allocating the costs of performing those functions to activities or programs supported by the costs incurred.

The cost allocation plan and methodology shall be submitted to enable DHHS to claim federal administrative funds under Title IV-E. The document shall be in a format prescribed by the Department. The cost allocation plan will, at a minimum, include cost pools, allocation methodologies, and benefitting programs. The subrecipient must input paid administrative

expenditures that tie to its cost allocation plan, and submit supporting financial documents as requested by the Department, to include but not be limited to, payroll records, subcontracted expenditures, and operating expenditures on a monthly basis by no later than thirty calendar days following the month expenditures were incurred.

The subrecipient must complete a monthly centralized random moment time study or other time tracking method as consistent with 45 CFR §§ 75 et seq. , developed and administered by the subrecipient. The bidder shall submit a draft cost allocation plan of development and implementation of their random moment time study or other time tracking method with their proposal response. The Department reserves the right to require the subrecipient to implement and maintain a random moment time study.

The Cost Allocation Plan and methodology shall be consistent with all requirements of the Title IV-E program, and be in furtherance of all program objectives, as set forth by DHHS. Subrecipient shall modify its Cost Allocation Plan and/or methodology at least annually or within thirty (30) calendar days of written notice by DHHS of a modification or amendment that will ensure the maximization of federal dollars. The Department will review and approve all modifications.

*Additional DHHS Financial Requirements:* Monthly, the Department will select a sample of individual expenditures and test for allowability and reasonableness, and that they are allocated to the correct funding source. b. Annually, DHHS will complete a comprehensive on-site review of the Subrecipient's financial information; including additional expenditure testing, allocation of expenditures to the correct fund source, and review of financial and subcontract / subaward monitoring policies.

*Financial Statements:* The Subrecipient shall provide monthly financial statements to DHHS within thirty (30) calendar days from the end of the month services were provided. (this was not part of the other contract).

*Financial protections for large purchases that add to costs without approval:* In addition to the requirements contained in 45 CFR § 75.439 regarding equipment, Subrecipient shall not make purchases of equipment in excess of an aggregate amount of \$25,000 (twenty five thousand dollars), unless the Department has approved, in writing, prior to the purchase. Subrecipient shall not split or divide an equipment purchase into two or more purchases under \$25,000 for the purpose or intent of avoiding this requirement. Subrecipient must submit any such approval request in writing to the Director of the Division of Children and Family Services, who will respond to Subrecipient's request in writing within fifteen (15) days after receipt thereof.

## Enhanced Requirements for Service Delivery:

*Bid Catalogue:* The subrecipient shall develop and submit with their bid, a catalogue of in-home services available in each zip code of the Eastern Service Area. This catalogue shall be updated by the subrecipient and provided to the Department every quarter.

*Safety Plan:* Services will be accessed by the Department to support child safety through vigorous safety planning with the identified safety plan participants and promote family preservation activities, which will prevent children from being removed from the family home.

*Enhanced Service Array:* The service array must include Well-Supported, Supported, and evidenced-based in-home and out-of home services and supports that integrate a strengthening families approach to build protective factors and maintain compliance with FFPSA. The subrecipient must manage and or deliver an array of services that:

- Is trauma-informed, trauma-capable; b. Is culturally humble and linguistically appropriate;
- Utilizes Well-Supported, Supported or promising practices to prevent children from entering foster care;
- At least 50% of all service expenditures related to children and families designated to be at “imminent risk of removal” will be Well-Supported evidenced-based practices as approved by the Administration of Children and Families by the end of the first year of the subaward;
- Effectively engage those receiving the services;
- Is delivered in the family home, neighborhood and community where the child and family reside whenever possible;
- Utilizes data to demonstrate effectiveness; h. Supports cross-agency collaboration with two-generational or whole family approaches and;
- Is consistent with any orders issued by the court.

*Resource Families:* The subrecipient must ensure that a sufficient capacity of trained resource families are available to foster and adopt children in the Eastern Service Area, to include developing and implementing specific strategies to recruit resource families for historically difficult to place children (teenagers and children with medical and behavioral challenges).

*Training and Recruitment:* The subrecipient is required to expand the availability of trained foster and adoptive families in the Eastern Service Area during the terms of the subaward, as measured by a ratio of placements to children. The baseline and performance targets will be established and mutually approved prior to subaward execution. DHHS will provide reimbursement rates for Resource Family care to the subrecipient.

*Transition Services:* The subrecipient must deliver the services and supports to help youth successfully transition into adulthood.

*Individualized Service Array for Children:* The subrecipient must ensure that the array of service and supports can be individualized to meet the unique needs of children being referred in both court and non-court cases. The unique needs of the child population being referred include, but is not limited to:

- Children ages birth to five;
- Infants born with and identified as being affected by illegal substance abuse or withdrawal symptoms resulting from pre-natal drug exposure, or a Fetal Alcohol Spectrum Disorder;
- Children who have a developmental disability or who demonstrate behaviors consistent with children who have a developmental disability, including Autism Spectrum Disorder (ASD);
- Children who have been exposed to domestic violence;
- Children who have extensive histories of trauma;
- Children who have limited connections with supportive adults;
- Youth that intersect with both the child welfare and juvenile justice systems;
- Youth who are pregnant or parenting foster youth;
- Youth identified as survivors of sex trafficking and;
- Youth who are near the age of majority and preparing to transition to adulthood.

*Individualized Service Array for Parents:* The Subrecipient must ensure that the array of service and supports can be individualized to meet the unique needs of the parents being referred. The unique needs of this population include, but are not limited to:

- Parents who have extensive histories of trauma;
- Parents experiencing stress, particularly caused by poverty;
- Parents who have mental health and substance use disorders or co-occurring disorders;
- Parents who have been impacted by domestic violence;
- Young parents with very limited parenting knowledge and skills;

- Parents who may be resistant to engaging with traditional service delivery models;
- Parents who are currently incarcerated or reside in institutional settings.

*Culture of Continuous Quality Improvement:* The Subrecipient must effectively manage a service array within a culture of continuous quality improvement to ensure that:

- A single point of contact for referrals to be made at all times;
- Sufficient service capacity is available to service the children and families being referred;
- Services are geographically accessible to the children and families being served;
- Services are delivered with appropriate frequency, intensity and duration;
- Collaboration occurs with community-based and other child-serving agencies, including Medicaid Managed Care Organizations, the Regional Behavioral Health Authorities, public and private schools, public health clinics, community advocates and other interested parties, to ensure that families are able to access and engage in the services and supports they need during and after formal child welfare system involvement.

*Holistic Service Array:* Subrecipient must report to the Department if a Medicaid MCO is non-compliant.

*MCO Collaboration and Accountability:* The Subrecipient shall report to DHHS any Medicaid Managed Care Organization that it believes is non-compliant with case management duties, network adequacy, or ensuring appropriate care delivery to the state Medicaid Program and CFS;

*Concrete Supports:* Must Assist Families in need to apply for SNAP, LIHEAP, TANF

- Eligible families are assisted with accessing the services and supports offered through DHHS's Division of Children and Family Services Economic Assistance Programs such as SNAP; LIHEAP; Temporary Assistance for Needy Families (TANF) and Emergency Assistance;
- All available and existing community resources available to the child and family must be exhausted before Subrecipient charges the costs of any activity to this Subaward;
- An application is made through ACCESSNebraska for both public assistance and Medicaid prior to discharge of a child or family.
- A complete and accurate application is made to Social Security and the DHHS Division of Developmental Disabilities for children or adults who are disabled;
- Providers of services will provide information through written documentation or oral testimony for court proceedings, as requested;

- Service array and rates associated with the service array are equal to or lower than rates paid to other providers contracted by DHHS, Current rates will be provided to awarded subrecipient;

## **Performance-Based Contracting:**

*Performance Based Contracting:* The subrecipient is required to enter into performance-based contracts with child welfare service providers to incentivize improved performance outcomes, including those in V.L.

*Retainage and Performance Measures:* This is a performance-based subaward. The following approach, methodology, and measures will be applied in this subaward to ensure the subrecipient provides effective outcomes for the children and families served. Retainage Rate. At the end of each retainage period, the retainage rate shall be equal to the previous time period's retainage rate plus or minus a percentage that corresponds to a PM Average as listed in the table below. At no point during the term of this subaward shall the retainage rate be less than one percent (1%) or more than five percent (5%).

### **Performance Measures Tied to Retainage:**

*Recurrence of Substantiated Maltreatment:* This outcome measures the rate of recurrence, expressed as a percentage, of substantiated maltreatment in a 12-month period in the Eastern Service Area, whether or not the child was involved with the court system. The subrecipient is expected to achieve a lower % than the agreed upon target for recurrence of maltreatment.

*Average Time to Successful Case Closure for Non-Court Involved Children:* This outcome measures the average time to case closure (in days) for Non-Court Involved Children, on a rolling 12-month average, for non-court children who exited care. The subrecipient is expected to achieve a lower % than the agreed-upon target for average length of stay for Non-Court Involved Children.

*Rate of Removal of Non-Court Involved Children (in-home):* This outcome measures the average rate of removal, on a rolling 12-month average, children originally assigned to the subrecipient as part of in-home, non-court involved cases. The subrecipient is expected to maintain an equal or lower % than the agreed-upon target using evidence based services designed to preserve families.



*Median Months to Reunification for Court Involved Children, in foster care:*

This outcome measures all children discharged from foster care to reunification who had been in foster care for 8 days or longer. The Subrecipient is expected to achieve a lower median months than the agreed-upon target for months to reunification for court involved children.

*Rate of Court Involved Children in Foster Care for 24 Months or More who Achieve*

*Permanency:* This outcome incentivizes helping children with a longer than average stay in foster care achieve a positive permanency outcome. It measures the average time to achieve positive permanency (defined as Reunification, Adoption, or Guardianship) in years, on a rolling 12-month average, for court involved children. The Subrecipient is expected to achieve a lower % than the agreed-upon target. The Above performance measures are tied directly to retainage and monetary penalty so the funds are actually held back unless the vendor meets targets set for above Measures. These 5 measures, therefore, need to be highlighted different than the following:

*Performance Measures Tied to Federal Outcomes:*

The subrecipient shall meet or exceed the following federal targets for each of the measures indicated in this RFP and for the life of the subaward:

*Safety Outcome – Maltreatment in Foster Care – Federal target: <7.00* Of all children in foster care during a 12-month period, what is the rate of victimization, per day of care? Numerator: Of the children in the denominator, the total number of substantiated or indicated reports of maltreatment (by any perpetrator) during a foster care episode within the 12 month period. Denominator: Of the children in foster care during a 12 month period, the total number of days that these children were in foster care as of the end of the 12 month period.

*Safety Outcome – Recurrence of Maltreatment:* Federal target - <7.9% Of all children who were victims of substantiated or indicated maltreatment report during a 12 month period, what percent were victims of an additional substantiated or indicated maltreatment report within 12 months? Numerator: Of the children in the denominator, the number who had another substantiated or indicated maltreatment report within 12 months of their initial report. Denominator: The number of children with at least one substantiated or indicated maltreatment report in a 12 month period.

*Average Rate of Removal of Non-Court Involved Children (in-home):* This outcome measures the average rate of removal, on a rolling 12-month average, children originally assigned to the subrecipient as part of in-home, non-court involved cases. The subrecipient is expected to

maintain an equal or lower % than the agreed upon target using evidence-based services designed to preserve families.

*Permanency Outcome – Permanency in 12 months for Children Entering Foster Care:* Federal target - >43.8% Of all children who enter foster care in a 12 month period, what percentage are discharged to permanency within 12 months of entering care? Numerator: Number of children in the denominator who are discharged to permanency within 12 months of entering care. Denominator: Number of children who enter foster care in a 12 month period.

*Permanency Outcome – Permanency in 12 months for Children in Care 12 to 23 Months:* Federal target - >46.2% Of all children in care on the first day of a 12-month period who had been in care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day? Numerator: Number of children in the denominator who discharged to permanency within 12 months of the first day in care. Denominator: Number of children in care on the first day of a 12 month period who had been in care (in that episode) between 12 and 23 months.

*Permanency Outcome – Permanency in 12 months for Children in Care 24 Months or more:* Federal target - >36.3% Of all children in care on the first day of a 12-month period who had been in care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day? Numerator: Number of children in the denominator who discharged to permanency within 12 months of the first day. Denominator: Number of children in care on the first day of a 12 month period who had been in care (in that episode) for 24 months or more.

*Permanency Outcome – Re-entry into Foster Care:* Federal target - <8.3% Of all children who enter care in a 12-month period, who discharged within 12 months to reunification and live with relative or guardianship, what percent re-entered care within 12 months of their discharge? Numerator: Number of children who re-enter foster care within 12 months of discharge. Denominator: Number of children who enter care in a 12 month period who are discharged within 12 months to reunification, living with a relative or guardianship.

*Permanency Outcome – Placement Stability:* Federal target - <4.12 Of all children who enter foster care in a 12 month period, what is the rate of placement moves per day of foster care? Numerator: Of the children in the denominator, the total number of placement moves during a 12 month period. Denominator: Among the children who enter foster care in a 12 month period, the total number of days that these children were in foster care as of the end of the 12 month period.



*Well-being Outcome – Sibling Placement:* Children are entitled to live with other siblings in care when in the best interest of the child. Numerator: The number of children who are placed with at least one other sibling in Out of Home (OOH) care. Denominator: The number of children who have siblings in OOH placement on the last day of the month.

*Well-being Outcome – Relative/Kinship Placement:* Children are entitled to live with relatives/kin while in care when in the best interest of the child. Numerator: The number of children who are placed with a relative/kin while in OOH placement. Denominator: The number of children who are in OOH placement on the last day of the month.

*Well-being Outcome – Completed 12th Grade:* Children aging out of state wardship that have completed the 12th grade. Numerator: The number of children aging out of state wardship who have completed the 12th grade. Denominator: Total number of children aging out of state wardship for reason of emancipation.

*Well-being Outcome – School stability:* Children are entitled to remain in their same school when in the best interest of the child. Numerator: The number of children who are age 5 or older and attending the same school as prior to removal to OOH. Denominator: The number of children who are age 5 or older in OOH placement on the last day of the month.

*Well-being Outcome – Early Placement Stability:* For all children in care 6 to 12 continuous months during a designated 12 month period, the percent with two or more placement changes during their first 6 months in care. Numerator: Number of children in care for 6 to 12 continuous months during the designated 12 month period who have changed placements 3 or more times. Denominator: Number of children in care for 6 to 12 continuous months in the designated 12 month period.

*Well-being Outcome – Placement Stability within 1 Year:* For all children in care 12 to 24 continuous months in a designated 12 month period, the percent with two or more placement changes during their first 12 months in care since their removal date. Numerator: Number of children in care 12 to 24 continuous months during the designated 12 month time period who have changed placements 2 or more times. Denominator: Number of children in care for 12 to 24 continuous months in the designated 12 month time period.

*Well-being Outcome – Placement Stability for Children in Care for Extended Time Periods:* For all children in care 18 continuous months or more in the designated 12 month period, the percent with three or more placement changes since their removal date. Numerator: Number of children in care for 18 continuous months or more during the designated time period who

have changed placements three or more times. Denominator: Number of children in care for 18 continuous months or more in the designated 12 month time period.

*Well-being Outcome – Case Manager Stability:* For all children in care 6 to 12 continuous months during a designated 12 month period, the percent with two or more case manager changes during their first 6 months in care. Numerator: Number of children in care for 6 to 12 continuous months during the designated 12 month period who have changed case managers 2 or more times. Denominator: Number of children in care for 6 to 12 continuous months in the designated 12 month period. xvii. *Well-being Outcome – Case Manager Changes within 1 Year.* For all children in care 12 to 24 continuous months in a designated 12 month period, the percent with three or more case manager changes during their first 12 months in care since their removal date. *Numerator:* Number of children in care 12 to 24 continuous months during the designated 12 month time period who have changed case managers 3 or more times. *Denominator:* Number of children in care for 12 to 24 continuous months in the designated 12 month time period.

*Well-being Outcome – Case Manager Changes for Children in Care for Extended Time Periods.* For all children in care 18 continuous months or more in the designated 12 month period, the percent with three or more case manager changes since their removal date. Numerator: Number of children in care for 18 continuous months or more during the designated time period who have changed case manager three or more times. Denominator: Number of children in care for 18 continuous months or more in the designated 12 month time period.

*Well-being Outcome: Non-Court Cases* For all children who were victims of a substantiated or indicated maltreatment report during a 12 month period and non-court services were offered what percent were victims of another substantiated or indicated maltreatment report within 12 months of closure of the non-court case. *Numerator:* Of the children in the denominator, the number who had another substantiated or indicated maltreatment report within 12 months of closure of the noncourt case. *Denominator:* The number of children with at least one substantiated or indicated maltreatment report for which non-court services were offered in a 12 month period.