



WISCONSIN LEGISLATIVE COUNCIL
PROPOSED REPORT TO THE LEGISLATURE

SPECIAL COMMITTEE ON
CHILD WELFARE PROVIDER
RATE IMPLEMENTATION

February 15, 2010

PRL 2009-14

Special Committee on Child Welfare Provider Rate Implementation

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February 15, 2010

CONTENTS

PART I - KEY PROVISIONS OF COMMITTEE RECOMMENDATIONS	3
RECOMMENDED LEGISLATION.....	3
LRB-4257/1, Relating to Elimination of Surplus Retention Limitations for Residential Care Centers for Children and Youth, Group Homes, and Child Welfare Agencies That Provide Rate-Based Services for the Department of Children and Families or a County Department of Human Services or Social Services; Determination of the Rates Charged by Those Providers; Establishment of a Performance-Based Contracting System for Those Providers; and Requiring the Exercise of Rule-Making Authority.....	3
OTHER RECOMMENDATION.....	4
Child Welfare Provider Rate-Setting Principles	4
Additional Issues for Future Legislative Study and Action	5
Requests for Information from DCF	6
PART II - COMMITTEE ACTIVITY.....	7
Assignment	7
Summary of Meetings	7
PART III - RECOMMENDATIONS INTRODUCED BY THE JOINT LEGISLATIVE COUNCIL	11
LRB-4257/1.....	11
Appendix 1 - Committee and Joint Legislative Council Votes	13
Appendix 2 - List of Joint Legislative Council Members	15
Appendix 3 - List of Committee Members.....	17
Appendix 4 - Committee Materials List	19

PART I

KEY PROVISIONS OF COMMITTEE RECOMMENDATIONS

RECOMMENDED LEGISLATION

The Special Committee on Child Welfare Provider Rate Implementation recommends the following bill draft to the Joint Legislative Council for introduction in the 2009-10 Session of the Legislature.

LRB-4257/1, Relating to Elimination of Surplus Retention Limitations for Residential Care Centers for Children and Youth, Group Homes, and Child Welfare Agencies That Provide Rate-Based Services for the Department of Children and Families or a County Department of Human Services or Social Services; Determination of the Rates Charged by Those Providers; Establishment of a Performance-Based Contracting System for Those Providers; and Requiring the Exercise of Rule-Making Authority

LRB-4257/1 does the following:

- Exempts child welfare agencies, group homes, and residential care centers (RCCs) for children and youth from current law limiting the amount of reserves a provider may retain from surplus generated by a rate-based service in a contract period to 5% of the contract amount.
- Permits the Department of Children and Families (DCF) to grant an exception to a child welfare agency, group home, or RCC, upon request of the child welfare agency, group home, or RCC, to current law under which a provider may be required to return surplus funds or reduce the provider's per client rate if the amount of surplus funds accumulated from all contract periods for a rate-based service exceeds 10% of the amount of all current contracts for that service.
- Requires DCF to consider changes to the consumer price index for the medical care group and whether a child welfare provider is accredited by a national accrediting body that has developed child welfare standards when reviewing a provider's proposed per client or administrative rate.
- Provides that, if after mediation, an RCC, group home, or child welfare agency and DCF do not agree to a rate for a service, DCF must order a rate. The draft permits an RCC, group home, or child welfare agency to appeal the rate as a contested case.
- Creates a performance-based contracting system for group homes, RCCs, and child welfare agencies that will be implemented over a three-year period beginning January 1, 2011.

OTHER RECOMMENDATION

In addition to the legislation recommended by the Special Committee on Child Welfare Provider Rate Implementation, the Special Committee recommends the following statement:

Child Welfare Provider Rate-Setting Principles

As the committee considered the most effective way to inform DCF's rate-setting process going forward, the committee identified a series of core principles, drawn from the committee members and testimony, that should guide future discussions of child welfare rate setting. These principles include both general recommendations for child welfare service delivery system, including residential care, and more specific recommendations for factors affecting the rate-setting process. In a mail ballot dated February 2, 2010, the Special Committee voted to recommend the following:

- Provide high-quality individual services for children and families:
 - Support individualized responses to the unique situations and cultures of children in the system.
 - Support recruitment and retention of experienced and high-quality staff.
 - Assess children's needs in an organized and consistent manner.
 - Categorize providers based upon the services they offer and the profile of the clients they serve.
 - Provide clear and consistent policy expectations to all providers based upon the type and level of services they offer.
- Provide a full continuum of services from in-home family supports to inpatient hospitalization for children in need of protection and services:
 - Support success with the most challenging children by creating incentives for providers to work with them.
 - Collect and maintain robust and high-quality data on children's needs, system capacity, and cost drivers for services and providers.
- Support quality by providing financial incentives for agency efforts to integrate best practices and evidence-based standards:
 - Recognize measures that contribute to quality, including accreditation by a national accrediting body that has developed child welfare standards.
 - Focus on evidence-based practices such as trauma-informed care.
 - Recognize the importance of managing transitions through services such as aftercare.
- Encourage development of new services and new providers that will address identified needs in services or capacity:
 - Acknowledge start-up costs for new organizations.
 - Invest in technical assistance for new organizations or organizations with unique contributions to caring for child welfare children.

- Maximize alternate revenue streams, while preserving state and county financial commitment to support reinvestment in prevention and early intervention:
 - Maximize alternate revenue streams such as Medical Assistance, public health, Wisconsin Works, and education funding.
 - Reinvest savings in out-of-home care into funding for prevention and early intervention services for children and their families so that out-of-home care costs remain lower over the long term.
- Promote rate-setting system integrity by ensuring sufficient administrative support for DCF and for agencies to comply with expectations of the rate-setting process:
 - Support funding that reflects state, county, and provider costs to collect and manage data needed to support quality child welfare financing decisions.
 - Support funding that reflects DCF, county, and agency costs to implement the new methodology.
- Promote efficient expenditure of child welfare dollars, while using data and outcomes reporting to support funding necessary to deliver quality, individualized services to all children served by the out-of-home care system:
 - Advocate for funding that fully supports the rate methodology.
 - Support funding that reflects historical accounting of providers' costs and agency cost drivers with limits on administration costs and profit.
 - Advocate for funding to support implementation of best practice.
- Promote accountability for agency performance by developing performance-based contracting measures that ultimately connect outcomes to agency compensation:
 - Research and articulate models for implementing performance-based contracting.
 - Develop a standardized set of performance measures.
 - Identify factors necessary to achieve goals that are within the control of providers.
 - Allow flexibility for agencies to spend dollars in ways that work for them.
- Outline clear roles for the state, counties, and providers in developing reimbursement methodologies and determining accountability for outcomes:
 - Establish clearly defined roles for the state, counties, and providers in setting reimbursement amounts.
 - Establish clearly defined roles for the state, counties, and providers in achieving goals for high-quality services.

Additional Issues for Future Legislative Study and Action

In addition to discussions regarding rate setting, the Special Committee also received testimony and discussed issues that impact child welfare funding and the provider continuum that were deemed

beyond the scope of the Special Committee. Of those items, the committee recommends further consideration of the following issues by DCF, stakeholders, and policymakers:

- *Education funding.* Under current law, education services provided in residential care are funded by counties. Possible modifications to RCC education funding include: taking dollars off the top of the school aids formula to fund residential care educational funding and Federal Individuals with Disabilities Act (IDEA) education for youth ages four to 21; and require Medical Assistance to fund speech and occupational therapy especially as related to IDEA education.
- *Role of group homes.* Members of the committee and providers presenting testimony concurred that there should be further study of the role of group homes in the care continuum.
- *Stabilization.* Recent changes to the funding of services provided by mental health institutes presents a need to modify statutes and administrative rules to allow for improved and more diverse community-based crisis services.
- *Certificate of need.* The change in rate setting has implications for all elements of child welfare provider business administration. One element raised for further consideration is modification to the current certificate of need process to increase flexibility in the ratio of in-state to out-of-state children to more readily accommodate requests for care that are cost neutral to the state or allow for increased state revenue.

Requests for Information from DCF

In committee discussions with DCF, DCF offered to provide the following information to the legislative standing committees that have jurisdiction over child welfare issues. The committee requests that DCF provide the following information to the standing committees by December 31, 2010:

- Information on proposed changes in statute, administrative rule, or policy to address the quality of services provided by group homes.
- A written report of DCF's findings regarding per diem rates and supplemental payments for contracted out-of-home care services in each general service provider category.
- The service provider levels DCF proposes to create along with each level's per diem and supplemental payments.
- The indicators and outcomes DCF proposes for performance-based contracting.
- An outline of training DCF proposes to offer county staff and provider concerning levels of care, reimbursement rates, and performance-based contracting.

PART II

COMMITTEE ACTIVITY

Assignment

2009 Wisconsin Act 28, the 2009-2011 Biennial Budget Act, created a new process for establishing payment rates for services provided by child welfare providers (specifically, RCCs, group homes, and treatment foster homes) that provide out-of-home care to children and youth. As part of that process, Act 28 required the Joint Legislative Council to study the implementation of this new payment system. The Special Committee on Child Welfare Provider Rate Implementation was established by the Joint Legislative Council by a mail ballot dated August 20, 2009, in response to that requirement.

The committee was directed to study the implementation of the child welfare rate regulation system provided under s. 49.343, Stats. The committee was directed to advise DCF on the creation of administrative rules for implementing the rate regulation system, including: (a) standards for determining whether a proposed rate is appropriate to the level of services to be provided, the qualifications of a residential care center, group home, or child welfare agency to provide those services, and the reasonable and necessary costs of providing those services; (b) factors for DCF to consider in reviewing a proposed rate; and (c) procedures for reviewing proposed rates, including rate resolution procedures for mediating an agreed-to rate when negotiations fail to produce an agreed-to rate. The committee was also directed to examine alternative methods of reducing the cost of out-of-home care placements for children.

Membership of the Special Committee, appointed by a August 20, 2009 mail ballot, consisted of two Senators, two Representatives, and eight public members. The final list of committee members is included as **Appendix 3** to this report.

The Special Committee's public members represented child welfare providers, counties, child advocates, and DCF.

The Special Committee met five times from September, 2009 to January, 2010, and heard testimony from the Secretary of Children and Families and the Director of the Bureau of Permanence and Out of Home Care, DCF. In addition, the committee heard testimony from providers of treatment foster care, group home care, and care in RCCs. Finally, the committee received testimony from foster parents and a former foster youth.

Throughout the course of the committee's deliberations, witnesses shared information that pointed to strengths and weaknesses in Wisconsin's current out-of-home care continuum. The committee determined that the design of a new child welfare rate-setting methodology presents an opportunity to preserve what is working and to promote positive change in areas in need of improvement. In addition, the committee identified a number of related policy issues that impact child welfare funding and system operations that are beyond the scope of the committee's charge, yet worthy of future study.

Summary of Meetings

The Special Committee held five meetings in Madison on the following dates:

September 23, 2009
October 15, 2009
November 17, 2009

December 17, 2009

January 20, 2010

At the September 23, 2009 meeting, Senator Fred Risser, Co-Chair, Joint Legislative Council, and Terry Anderson, Director, Legislative Council Staff, addressed committee members regarding the committee charge and logistical issues relating to membership. The committee heard testimony from Secretary Reggie Bicha, DCF. Secretary Bicha discussed the new child welfare provider rate regulation system that was established in 2009 Wisconsin Act 28 (the Biennial Budget Act), and expressed that the new system will result in more effective use of residential care, better outcomes for children, and more control over the cost of care.

At the October 15, 2009 meeting, the Special Committee heard testimony from several therapeutic foster care treatment providers: Brenda Reinke, therapeutic foster parent, St. Aemilian – Lakeside; Shirley Combs, treatment foster care provider, La Causa; Christina Hyke, treatment foster care provider, Family Works; Heidi Bronsdon, former foster youth and Secretary of the Wisconsin Youth Advisory Council; Joy Anderson, Executive Director, Family Works, Karen Johnson, Director of Treatment Foster Care, St. Aemilian-Lakeside, Inc., and Brenda Hoskins, Associate Director, My Home Your Home; David Whelan, Director of Research and Program Evaluation, Children's Service Society of Wisconsin; Amelia Franck Meyer, CEO, Anu Family Services, Inc.; Ron Hauser, Vice President of Program Services, and Ken Prust, Executive Director for Children, Youth, and Family Services, Lutheran Social Services of Wisconsin and Upper Michigan, Inc.; and James Balestrieri, President and CEO, Oconomowoc Residential Programs, Inc. The providers described the range of services they provide to the children placed in their care and the support that they receive from their respective child welfare agencies. The child welfare agency directors discussed outcomes for children placed in treatment foster care. Mr. Prust and Mr. Hauser discussed the Family Partnership Initiative, a managed care model developed by Lutheran Social Services. Mr. Balestrieri discussed the impact that prior rate regulation efforts had on child welfare providers.

At the November 17, 2009 meeting, the Special Committee heard from Jim Maro, President and CEO, St. Rose Youth and Family Center, Inc., Milwaukee; Saleem El-Amin, Director, New Horizons Center, Milwaukee; and Dondieneita Fleary-Simmons, Director, Bureau of Permanence and Out of Home Care, DCF. The providers, who operate an RCC and a group home for children, discussed the services they are able to provide to youth under the current rate system. They discussed outcome measures that they had developed to measure the progress of youth in their care. Mr. El-Amin said that Milwaukee County is saturated with group home beds. He said that some group homes are having a challenge with capacity because they are often operating at 20% to 30% capacity. He said that the practice in the Bureau of Milwaukee Child Welfare (BMCW) of placing one to two children in each group home defeats the purpose of the socialization that should be occurring in group homes. Ms. Fleary-Simmons discussed different approaches to child welfare provider rate regulation, as well as instruments that could be used to evaluate a child's level of need in a residential care setting. The committee began its discussion of the goals of a rate-setting system, including payment for providers based on achievement of measureable outcomes, and achieving efficiencies within the reimbursement system.

At the December 17, 2009 meeting, the Special Committee heard testimony from Dondieneita Fleary-Simmons, DCF. Ms. Fleary-Simmons presented to the Special Committee a proposed implementation timeline for child welfare provider rate regulation. The committee discussed the proposed timeline, and requested that staff prepare a bill draft that provided for the implementation of performance-based contracting over a four-year period, as well including other statutory clarifications in certain parts of Act 28's plan for child welfare provider rate regulation.

At the January 20, 2010 meeting, the Special Committee reviewed Memo No. 6, *Draft Language for Committee Report of Recommended Principles for Child Welfare Rate Setting*. Committee members recommended some changes in the language set forth in the Memo, and requested a revised report be sent out for a vote by mail ballot. The committee also reviewed several bill drafts, and recommended that the following bill drafts be revised and sent out to committee members for a vote by mail ballot: WLC: 0444/1, relating to factors DCF must consider in reviewing proposed child

welfare rates; WLC: 0445/1, relating to exempting child welfare agencies, group homes, and RCCs from surplus limitations under a contract for rate-based services with DCF or a county department; WLC: 0446/1, relating to appeals for child welfare provider rates; WLC: 0447/1, relating to representation of providers of residential services to children in developing administrative rules to govern the establishment of rates for those services; and WLC: 0449/1, relating to establishing a performance-based contracting system for providers of out-of-home residential care for children. Chairperson Grigsby directed the staff to make the suggested revisions and combine these drafts into one bill draft to be sent to the members for a vote by mail ballot.

PART III

RECOMMENDATIONS INTRODUCED BY THE JOINT LEGISLATIVE COUNCIL

This part of the report provides background information on, and a description of, the bill draft as recommended by the Special Committee on Child Welfare Provider Rate Implementation.

LRB-4257/1

Background

Surplus Revenue

Under current law, all children and family support services and child welfare services purchased by DCF or a county department must meet certain statutory standards. Under one of these standards, if revenue under a contract for the provision of a rate-based service exceeds allowable costs incurred in the contract period, the service provider may retain from the surplus generated by that rate-based service up to 5% of the contract amount. A provider that retains a surplus must use it to cover a deficit between revenue and allowable costs incurred in any preceding or future contract period for the same rate-based service that generated the surplus or to address the programmatic needs of clients served by the same rate-based service that generated the surplus. Also under current law, a provider may accumulate funds from more than one contract period except that, if at the end of the contract period the amount accumulated from all contract periods for a rate-based service exceeds 10% of the amount of all current contracts for that service, the provider must, at the request of a purchaser, return to the purchaser the purchaser's proportional share of that excess and use any of that excess that is not returned to a purchaser to reduce the provider's rate for that service in the next contract period. If a provider has held for four consecutive contract periods an accumulated reserve for a service that is equal to or exceeds 10% of the amount of all current contracts for that service, the provider must apply 50% of that accumulated amount to reducing its unit rate per client for that service in the next contract period.

Community members stated that the limitation amount and permitted uses of reserves is inconsistent with the principles of performance-based contracting. The committee determined, however, that DCF should oversee overall reserve amounts to ensure that Wisconsin is in compliance with federal law and to ensure that surpluses are used appropriately.

Rates for Out-of-Home Care

2009 Wisconsin Act 28 requires RCCs and group homes to annually submit to DCF the per client rate it proposes to charge for services provided in the next year. Also, a child welfare agency must submit to DCF the proposed per client administrative rate it proposes to charge for foster care services provided in the next year. These provisions will first apply to rates for calendar year 2011. DCF must review the proposed rate and audit the RCC, group home, or child welfare agency to determine whether the proposed rate is appropriate to the level of services to be provided, the qualifications of the RCC, group home, or child welfare agency to provide those services, and the reasonable and necessary costs of providing those services. Current law sets forth factors DCF must consider in reviewing a proposed rate. If DCF determines that a proposed rate submitted is appropriate, DCF must approve the proposed rate. If DCF does not approve the proposed rate, DCF must negotiate with the RCC, group home, or child welfare agency to determine an agreed to rate. If after negotiations a rate is not agreed to, DCF and the RCC, group home, or child welfare agency must engage in mediation under a rate resolution procedure promulgated by DCF by administrative rule to arrive at an agreed to rate. If after mediation a rate is not agreed to, the RCC, group home, or child welfare agency may not provide the service for which the rate was proposed.

The committee received testimony from child welfare providers on the impact of rising health care costs on their ability to provide services and on the advantages of obtaining national accreditation in their field. They suggested that these factors should be considered when DCF determines whether to approve a proposed rate for services.

Providers also requested the opportunity to appeal rate determinations made by DCF.

Committee members discussed the advantages of implementing performance-based contracting for group homes, RCCs, and child welfare providers to improve outcomes for children and the quality of out-of-home care services for children.

Description

Surplus Revenue

This draft exempts child welfare agencies, group homes, and RCCs from current law limiting the amount of reserves a provider may retain from the surplus generated by a rate-based service in a contract period to 5% of the contract amount. This draft also permits DCF to grant an exception to a child welfare agency, group home, or RCC, upon request of the child welfare agency, group home, or RCC, to the provisions that apply to a provider if the amount of the surplus funds accumulated from all contract periods for a rate-based service exceeds 10% of the amount of all current contracts for that service.

Rates for Out-of-Home Care

The draft adds factors DCF must consider in reviewing a proposed rate. First, DCF must consider changes in the consumer price index for all urban consumers, U.S. city average, for the medical care group. Second, DCF must consider whether the agency is accredited by a national accrediting body that has developed child welfare standards.

The draft provides that if after mediation, a group home, RCC, or child welfare agency rate, a rate is not agreed to, DCF must order a rate for the service after considering the factors set forth under current law for reviewing a proposed rate. Under the draft, an RCC, group home, or child welfare agency may appeal the rate set by the department as a contested case under ch. 227, Stats., by filing a request for a hearing with DCF within 30 days after the date of the order.

This draft creates a performance-based contracting system for group homes, RCCs, and child welfare agencies that will be implemented over a three-year period beginning January 1, 2011. DCF, in consultation with an advisory committee, must identify performance-based contracting measurements by which to evaluate the performance of providers in meeting the goals for children placed in their care, and goals for the out-of-home care system. In the year beginning January 1, 2011, DCF must select a representative sample of providers whose performance will be evaluated on the attainment of the measurements identified by the advisory committee. At the end of 2011, DCF, in consultation with the advisory committee, must adjust the measurements as needed.

Beginning January 1, 2013, all providers must have their performance evaluated on the attainment of the identified measurements. Adjustments in the measurements may be made thereafter on an as-needed basis.

Under the draft, DCF must report to the appropriate legislative standing committees on performance-based contracting by November 1, 2010.

Appendix 1

Committee and Joint Legislative Council Votes

WLC: 0451/1 was recommended by the Special Committee on Child Welfare Provider Rate Implementation to the Joint Legislative Council for introduction in the 2009-10 Session of the Legislature.

Special Committee Votes

The Special Committee voted to recommend WLC: 0451/1 to the Joint Legislative Council for introduction in the 2009-10 Session of the Legislature. The vote on the draft and other recommendation was as follows:

- WLC: 0451/1, relating to surplus limitations for providers rate-based services for the department of children and families or a county department, child welfare provider rates, and establishing performance-based contracting for providers of out-of-home residential care for children: Ayes, 12 (Reps. Grigsby and Kestell; Sens. Darling and Jauch; and Public Members Burgess, Conwell, Hall, Herbst, Montgomery, Orth, Reichert, and Tuohy); and Noes, 0.
- Other recommendation: Ayes, 12 (Reps. Grigsby and Kestell; Sens. Darling and Jauch; and Public Members Burgess, Conwell, Hall, Herbst, Montgomery, Orth, Reichert, and Tuohy); and Noes, 0.

Appendix 2

Joint Legislative Council

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Majority Leader

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Kaukauna, WI 54130

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ROBIN VOS

4710 Eastwood Ridge
Racine, WI 53406

This 22-member committee consists of the majority and minority party leadership of both houses of the Legislature, the co-chairs and ranking minority members of the Joint Committee on Finance, and 5 Senators and 5 Representatives appointed as are members of standing committees.

Appendix 3

CHILD WELFARE PROVIDER RATE IMPLEMENTATION

Representative Tamara Grigsby, **Chair**
2354 N. 41st Street
Milwaukee, WI 53210

Senator Alberta Darling
1325 West Dean Road
River Hills, WI 53217

John Burgess
Family & Children's Center
1707 Main Street
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Linda Hall
Wisconsin Association of Family & Children's Agencies
131 West Wilson Street, Suite 901
Madison, WI 53703

Wanda Montgomery
Children's Family & Community Partnerships
2327 North 25th Street
Milwaukee, WI 53206

Sheila Reichert
Portage County Health & Human Services Dept.
817 Whiting Avenue
Stevens Point, WI 54481

Senator Robert Jauch, **Vice Chair**
5271 South Maple Drive
Poplar, WI 54864

Representative Steve Kestell
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Sauk County Human Services
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Baraboo, WI 53913

John Tuohy
Department of Children and Families
P.O. Box 8916
Madison, WI 53708

STUDY ASSIGNMENT: The committee is directed to study the implementation of the child welfare rate regulation system provided under s. 49.343, Stats. The committee shall advise the Department of Children and Families (DCF) on the creation of administrative rules for implementing the rate regulation system, including: (1) standards for determining whether a proposed rate is appropriate to the level of services to be provided, the qualifications of a residential care center, group home, or child welfare agency to provide those services, and the reasonable and necessary costs of providing those services; (2) factors for DCF to consider in reviewing a proposed rate; and procedures for reviewing proposed rates, including rate resolution procedures for mediating an agreed-to rate when negotiations fail to produce an agreed-to rate.

The committee shall also examine alternative methods of reducing the cost of out-of-home care placements for children.

12 MEMBERS: 2 Senators, 2 Representatives, and 8 Public Members.

LEGISLATIVE COUNCIL STAFF: Laura Rose, Deputy Director; Anne Sappenfield, Senior Staff Attorney; and Kelly Mautz, Support Staff.

Appendix 4

Committee Materials List (Copies of documents are available at www.legis.state.wi.us/lc)

February 2, 2010 Mail Ballot Results				
<ul style="list-style-type: none"> Results of February 2, 2010 mail ballot. 				
February 2, 2010 Mail Ballot				
<ul style="list-style-type: none"> WLC: 0451/1, relating to surplus limitations for providers rate-based services for the department of child and families or a county department, child welfare provider rates, and establishing performance-based contracting for providers of out-of-home residential care for children. Non-legislative recommendations. 				
January 20, 2010	Notice	Agenda	Audio	Minutes
<ul style="list-style-type: none"> Memo No. 6, <i>Draft Language for Committee Report of Recommended Principles for Child Welfare Rate Setting</i> (January 13, 2010). WLC: 0444/1, relating to factors the department of children and families must consider in reviewing proposed child welfare rates. WLC: 0445/1, relating to exempting child welfare agencies, group homes, and residential care centers for children and youth from surplus limitations under a contract for rate-based services with the department of children and families or a county department. WLC: 0446/1, relating to appeals for child welfare provider rates. WLC: 0447/1, relating to representation of providers of residential services to children in developing administrative rules to govern the establishment of rates for those services. WLC: 0448/1, relating to requiring a neutral third party to review the level of care for an out of home placement that is assigned to a child after an assessment of the child's needs. WLC: 0449/1, relating to establishing a performance-based contracting system for providers of out-of-home residential care for children. WLC: 0450/1, relating to permitting the department of children and families to increase the per client rate for a residential care center for children and youth, group home, or child welfare agency for services provided beginning on January 1, 2010 and ending on December 31, 2010. Memorandum, <i>Legislative Proposals</i>, from Public Member John Tuohy, Department of Children and Families (January 20, 2010). WAFCA Proposed Edits to the Report of the Special Committee on Child Welfare Provider Rate Implementation, distributed by Public Member Linda Hall (January 20, 2010). 				
December 17, 2009	Notice	Agenda	Audio	Minutes
<ul style="list-style-type: none"> Memo No. 4, <i>Timelines Under 2009 Wisconsin Act 28, the Biennial Budget Act, for Establishing a Child Welfare Provider Rate Regulation System</i> (December 7, 2009). Memo No. 5, <i>Documents Relating to Child Welfare Provider Rate Implementation</i> (December 10, 2009). <ul style="list-style-type: none"> Enclosure 1 to Memo No. 5, <i>Outcomes/Deliverables</i>, prepared by Dondieneita Fleary-Simmons, Department of Children and Families. Enclosure 2 to Memo No. 5, documents prepared and/or distributed at the request of Public Member Linda Hall. Email from Ron Hauser regarding information requested (November 17, 2009). 				
November 17, 2009	Notice	Agenda	Audio	Minutes
<ul style="list-style-type: none"> Memo No. 3, <i>Child Welfare Provider Rates in Selected States</i> (November 12, 2009) <ul style="list-style-type: none"> Attachment Article, <i>Performance-Based Contracting: The Basics</i>, Foster Family-based Treatment Association, July 2005, distributed by Public Member Linda Hall. Report, <i>Program Standards for Treatment Foster Care</i> (2004), Foster Family-based Treatment 				

<p>Association, distributed by Public Member Linda Hall.</p> <ul style="list-style-type: none"> • Testimony by Saleem El-Amin on behalf of the African American Alliance for Children & Families of Wisconsin (November 17, 2009). • Handouts distributed by Jim Maro, President and CEO, St. Rose Youth and Family Center, Inc.: <ul style="list-style-type: none"> ○ Life Skills Inventory, Independent Living Skills Assessment Tool, Children's Administration, Division of Children and Family Services (12/2000). ○ Clinical record. ○ Initial Behavioral Assessment/Residential Programs (August 6, 2009). ○ Residential Treatment Program, St. Rose Youth & Family Center, Inc. ○ Comprehensive Report, Diagnostic Evaluation Center, St. Rose Youth & Family Center, Inc. • Questions for Ron Hauser, Vice President, Lutheran Social Services, distributed by Public Member Linda Hall. 				
October 15, 2009	Notice	Agenda	Audio	Minutes
<ul style="list-style-type: none"> • Memo No. 2, <i>Information From the Department of Children and Families Relating to Trends in Treatment Foster Home Rates and Distribution of Children in Placements Based Upon the Rate Charged for the Placement</i> (October 12, 2009). • Article, Treatment Foster Care: A Cost-Effective Strategy for Treatment of Children with Emotional, Behavioral or Medical Needs, distributed by Joy Anderson, Executive Director, Family Works, Karen Johnson, Director of Treatment Foster Care, St. Aemilian-Lakeside, Inc., and Brenda Hoskins, Associate Director, My Home Your Home. • Testimony distributed by Joy Anderson, Executive Director, Family Works, Karen Johnson, Director of Treatment Foster Care, St. Aemilian-Lakeside, Inc., and Brenda Hoskins, Associate Director, My Home Your Home. • Testimony by Jim Balestrieri, Chief Executive Officer, Oconomowoc Residential Programs. • Family Partnerships Initiative -- Goals and Outcome Measures, distributed by Ron Hauser Vice President of Program Services, Lutheran Social Services of Wisconsin and Upper Michigan, Inc. • Testimony by Amelia Franck Meyer, CEO, Anu Family Services, Inc. • Outline distributed by Amelia Franck Meyer, CEO, Anu Family Services, Inc. • Due to the size of the following reports, hard copies will be available upon request: <ul style="list-style-type: none"> ○ Anu Family Services (formerly PATH Wisconsin)/Bremer Project: Preventing Placement Disruptions in Foster Care, Year Two: Permanency Pilot Program, Final Report: Implementation Study (August 31, 2009). ○ PATH Wisconsin/Bremer Project: Preventing Placement Disruptions in Foster Care, Year Two: Permanency Pilot Program, Report: Permanency Pilot Program Description & Research Design for Qualitative Case Study (November 1, 2008). ○ PATH Wisconsin/Bremer Project: Preventing Placement Disruptions in Foster Care, Review of PATH Wisconsin's Model of Service Delivery (June 20, 2008). ○ PATH Wisconsin/Bremer Project: Preventing Placement Disruptions in Foster Care, Review of Outcomes and Evaluation Measures (March 15, 2008). ○ PATH Bremer Project: Preventing Placement Disruptions in Foster Care, Progress Report (October 15, 2007). ○ PATH Bremer Project: Preventing Placement Disruptions in Foster Care, Summary Report (December 1, 2007). ○ PATH Wisconsin/Bremer Project: Preventing Placement Disruptions in Foster Care, Year Two: Permanency Pilot Program, Mid-Project Summary Report: Qualitative Case Study (February 9, 2009). ○ PATH/Wisconsin - Bremer Project: Preventing Placement Disruptions in Foster Care, Final Report (January 15, 2008). • Report, <i>Using Yesterday to Shape Tomorrow, Uniting 500,000 Foster Youth voices for one mission</i>, Congressional Coalition on Adoption Institute's 2009 Foster Youth Intern Report, distributed by Heidi Bronsdon, former foster youth and Secretary of the Wisconsin Youth Advisory Council. • Handout, <i>Family Partnerships Initiative (FPI)</i>, distributed by Ron Hauser, President of Program Services, and Ken Prust, Director of Children, Youth, and Family Services, Lutheran Social Services of Wisconsin and Upper Michigan. 				
September 23, 2009	Notice	Agenda	Audio	Minutes
<ul style="list-style-type: none"> • Memo No. 1, <i>Background Information on Child Welfare Provider Rates</i> (September 18, 2009). • Presentation by Secretary Reggie Bicha, Department of Children and Families (September 23, 2009). 				