

Resource Utilization Analysis of DFCS Foster Care Services

CPA/CCI Provider Listening Session

Georgia Department of Human Services
Division of Family and Children Services

December 4, 2019
10:00am - 12:00pm

Note: This presentation contains information based on preliminary analysis and should be considered a DRAFT file. All information intended for policy development purposes only. It is subject to change.

Agenda

- Introductions
- Project Timeline
- Measures
- Goals for Today
 - Confirm and clarify summaries of services
 - Feedback about gaps in process
 - Recommendations to improve process and cost effectiveness
- Summary of Services and Initial Findings
 - Child Placing Agency (CPA)
 - Child Caring Institutions (CCIs)
- Questions for CPA and CCI Providers
- Next Steps



Introductions

Introductions



PUBLIC
CONSULTING GROUP



Project Timeline

Project Timeline



Phase/Task Description	Start Date	End Date
Phase 1: Project Kickoff	9/9/19	10/11/19
Phase 2: Data Collection, Compilation, and Aggregation	9/19/19	12/13/19*
Phase 3: "As-Is" Review	11/19/19	1/17/19
Phase 4: "To-Be" Recommendations	12/3/19	1/31/20*

Timelines subject to change based on dataset receipt dates.



Measures



Measures of Cost Effectiveness

Measure	Definition	Example Research Question
Cost per child per day	DFCS payments per child for each day.	How does the cost per child per day vary among placement type?
Cost per child	Total cost per child while in DFCS care	How much does it cost DFCS to care for a child in total from entry to permanency?
Cost per child by provider	Avg. cost per child by provider and provider type	Which providers are most and least expensive overall?
Exit Reasons	Number and percent of children by placement exit reason by provider.	Which providers are more frequently transferring children to other placements vs. exiting to permanent settings and how does their average cost per placement compare?
Placement Timeline	The length of stay for a child (should be measured by service and child acuity).	How long is a child in congregate care for? How does this vary by provider?
Permanency Timeline	The length of time a child takes to achieve permanency.	How long does it take for a child to achieve a permanent placement (reunification, adoption or guardianship)?





Measures of Cost Effectiveness (cont'd)

Measure	Definition	Example Research Question
Geographical Location	The geographical region of a child placement. Must take into account child location at removal and while in care.	What is the cost difference between urban and rural placements and regions?
Organization Type	The IRS designation of the placement organization (e.g., nonprofit, for-profit, government).	Is there a cost difference between private and public providers?
Administrative Costs	The portion of a providers cost allocated to administration.	Is there a difference in outcomes between providers with higher administrative costs?
Billable Time	The amount of time staff spends on billable activities.	Is there a difference in rates paid between providers with higher billable activities?
Staff Credentials	The credentials and qualifications of staff.	Is there a relationship between staff education outcomes? Experience?



Goals for Today



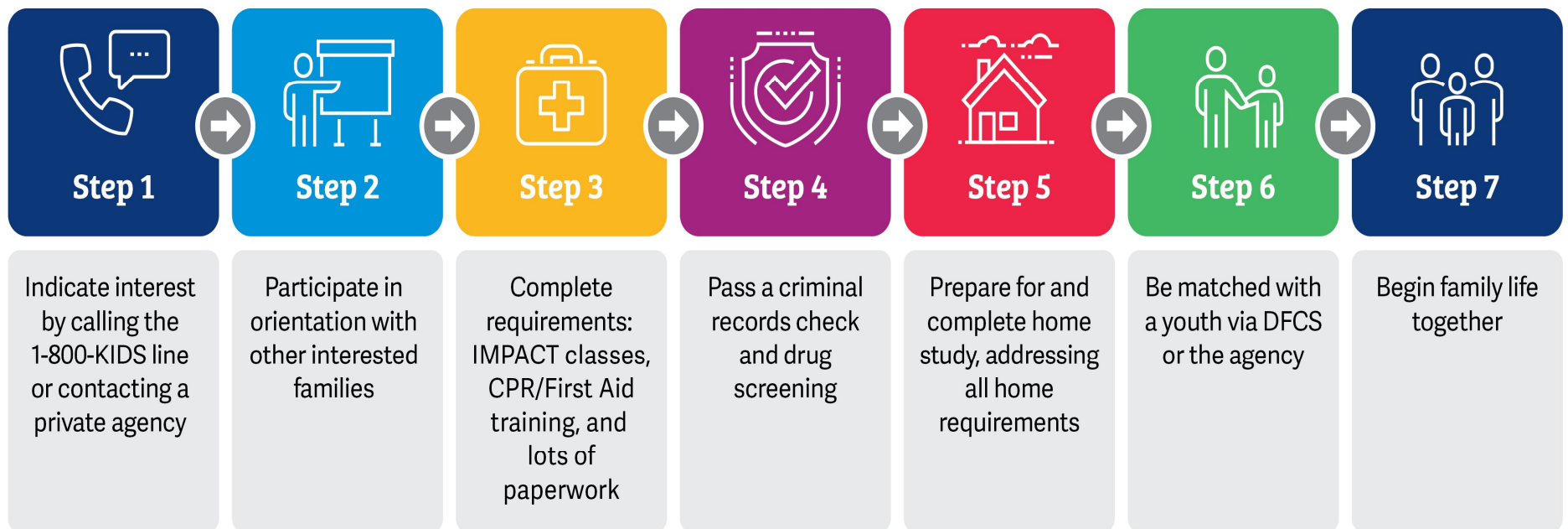
Goals for Today

- Confirm and clarify summaries of services
- Gather Feedback about gaps in process
- Gather recommendations to improve process and cost effectiveness



Summary of Services

Foster Homes





Foster Homes: Private CPA v. DFCS

Overview

- Families can choose the type of foster home they would prefer.
- The steps to become a licensed foster home are similar in both agency and CPA's.
- CPA agencies have an additional licensing requirements. They need to get a license from the Office of Regulatory Child Services.

Gaps/Recommendations

- Increased collaboration between CPA's and DFCS
- Increased staff on the Resource Development Team
- Unfunded mandates for trainings
- Process for issuing timely payments to providers
- Clear messaging Family First



Child Caring Institution (CCI)



Child Caring Institution (CCI)

Overview

- Child Caring Institutions (CCIs) provide full-time room, board and watchful oversight to six (6) or more children through 18 years of age placed outside of their own homes
- CCIs are also referred to as “group homes” and must be licensed by DFCS
- CCIs provide care, supervision, and oversight in a residential setting, including neighborhood-based group homes, campus-based arrangements, and self-contained facilities
- Approximately 11% of the children in foster care are in Child Caring Institutions.

Gaps and Recommendations

- Process for issuing timely payments to providers
- Unfunded mandates for training
- Clear messaging on Family First
- Challenges to cover the costs to care for a child under the current rate structure



Programmatic Questions for Providers

Programmatic Questions

Placement Acceptance, Licensing and Obtaining Medicaid Services

1. Are there gaps in the below processes? Do you have recommendations for improvement?
 - a) Accepting a placement from DFCS to your agency
 - b) Agency licensing and approval process
 - c) Obtaining physical or behavioral health services for youth



Programmatic Questions (cont'd)

Changes to Improve Permanency, Stability and Safety

2. What 1-2 changes could improve timeliness to permanency the most?
3. What 1-2 changes could improve placement stability the most?
 - a) What changes would you suggest that would allow children to remain in their community or county of origin?
4. What 1-2 changes could allow more children to remain safely at home?



Programmatic Questions (cont'd)

Improving Collaboration

5. Do you have any recommendations for approving cross-system collaboration (such as with DBHDD or DCH)?
6. Are any of you part of the collaborative work in other regions and what are your thoughts on that (such as Home in 5)?



Fiscal Questions for Providers

Fiscal Questions

High-Cost Placements

1. What could be done to move children in high-cost placements to a lower level of care or prevent some high cost placements?
 - a) What are the reasons for hoteling?
 - b) Do you have any ideas for solutions?

Foster Parent Recruitment and Retention

2. What can DFCS and providers do to increase foster parent recruitment and retention?

Payment and Contracting Processes

3. What changes could be implemented to improve timeliness of payments to your agency?
4. Do you have recommendations for how DFCS could improve the contracting structure with your agencies to improve outcomes for children and families?



Fiscal Questions

Agency Structure: Nonprofit Advantages and Disadvantages

5. What do you think are the advantages of being a nonprofit v. for-profit agency? What are the disadvantages?

Staff Access to Technology

6. Does your staff have smart mobile devices as they work?

Turnover

7. What is the turnover rate in your agencies?
 - a. What are the main causes of turnover in your agencies?

Cost Reports

8. What would you change about the cost reports?



Next Steps

Next Steps for Project



Action Item	Assigned To	Target Deadline
Produce initial findings to submit to DFCS	PCG	12/3/19
Respond to DFCS feedback	DFCS/ PCG	12/13/19
Revise draft analysis and recommendations and submit draft documents for prioritized services	PCG	1/17/2020
Revise final analysis and recommendations and submit final documents for all services	PCG	1/31/2020



Project Team



Jennifer MacBlane

Engagement Manager
jmacblane@pcgus.com
617-717-1251

Joseph Carbeau

Project Manager
jcarbeau@pcgus.com
617-717-1075

Esther Hering

Project Analyst
ehering@pcgus.com
617-717- 1859

Kacie Schlegel

Project Analyst
kschlegel@pcgus.com
317-829-6557

Travis Robinson

Subject Matter Expert
trrobinson@pcgus.com
317-829-6560





Solutions that Matter