



**Report to the Legislature**

**AN ACT Relating to Fiscal Matters**

Chapter 276, Laws of 2004

December 1, 2004

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**An Act Relating to Fiscal Matters  
Chapter 276, Laws of 2004  
SHB 2459  
Interim Report on Collaboration**

The purpose of this interim report is to provide a summary of activities and progress to date for implementation of the 2004 budget bill, SHB 2459.

**The Collaboration Proviso**

Children's Administration (CA) shall convene regional and local department staff and community based agency staff to develop recommended policies and protocols concerning collaborative decision making, including contracting, referrals, and resource allocation. CA shall submit these recommendations to the governor and appropriate committees of the legislature by December 1, 2004.

The collaboration proviso has also been incorporated into the Kid's Come First II (KCF II) plan. Achieving the goals in the KCF II plan cannot happen without the help of our partners in the private and public sector and CA will need the assistance of community partners to move forward with this plan. The implementation of the collaboration proviso will help us improve the communication and relationship between CA and contracted community providers.

**Progress to Date**

➤ **Statewide Collaboration Work Group**

A statewide stakeholder group was convened and met July 6, July 26 and September 27 to provide recommendations for regional meetings and the development of state and regional collaboration protocols. *A chart summarizing their suggested framework is included as Appendix A.*

This group recommended that we seek neutral facilitation for the regional meetings and also provided a general framework for the discussion on collaboration policies and protocols at both the regional and the state levels. Catalyst for Kids in partnership with CA received a Medina Foundation grant to provide facilitation from Child Welfare League of America (CWLA) for the regional and statewide meetings.

The statewide group recommended that collaboration protocols should address the following areas, as they relate to referrals, contracts and resource allocation:

- Planning
- Communication
- Decision Making

The statewide group re-convened in late November to make further recommendations about the development of regional and statewide written policies and protocols.

At the November meeting the statewide group agreed on values and principles that should be reflected in both regional and statewide collaboration protocols. These should:

- Be based on shared goals and expectations.
- Reflect regional and local priorities and contexts.
- Involve as many different types of stakeholders as possible, including consumers.
- Define roles for public and private agencies/individuals.
- Include mechanisms to anticipate and resolve crises.
- Be data-driven, evidence-based and results-oriented.
- Incorporate structured feedback loops that use objective measures of performance/success.
- Create a culture in which it is valued and safe to raise issues or propose new approaches.
- Identify provider level of involvement in the decision making process
- Extend across a range of concerns for developing protocol to include:
  - Identifying planning tasks
  - Developing needs assessments
  - Designing new services
  - Determining how and when to procure services
  - Defining reimbursement structures
  - Developing contractual formats and language
  - Budgeting to meet identified needs

### ➤ **Regional Collaboration Protocol Meetings**

Seven regional meetings were held between November 5 and 18, 2004.

*See Appendix B.*

Each half-day meeting was attended by CA regional staff, including regional management, and a cross-section of community-based service providers. The Division Director for Program and Policy or the Division Director of Management Services participated in every meeting.

Regional meeting participants highlighted key factors that, in their experience, made excellent collaboration possible. The following is a summary of those key factors:

- Shared vision, values, mission, and goals
- Leaders at all organizational levels committed to transparency and accountability in decision-making
- Clear and timely communication among partners
- Shared responsibility for planning and decision-making
- Clear ground rules for shared planning and decision-making

- Broad participation by diverse stakeholders
- Investment in building working relationships at individual and agency levels
- Sharing resources to achieve common goals
- Training for partners in collaboration methods and tools
- Openness to innovation
- Flexibility in adapting to changing circumstances
- Outcome monitoring of shared performance objectives
- Feedback processes to address issues at the earliest point
- Documented results

Regional participants also suggested strategies, approaches and structures that could support productive collaboration between CA and community-based providers. To implement collaborative planning and decision-making between CA and providers, regional stakeholders recommended that protocols:

- Establish common goals and objectives at the regional level
- Clarify decisions that will be made at state, regional and local levels
- Identify mandates, legal requirements, funding or other restrictions that affect decision-making processes
- Suggest the optimal processes to be followed in making each type of decision
- Define which agencies or individuals will have input into each type of decision
- Identify individuals or groups accountable for decisions made
- Establish mechanisms for promptly informing all stakeholders about decisions
- Specify strategies to manage and resolve conflicts
- Provide objective mechanisms for evaluating the impacts and outcomes of decisions
- Establishing collaborative approaches for using evaluation results to improve program processes and outcomes

To promote effective communication, regional stakeholders recommended that protocols:

- Clarify who should get what kinds of information when and in what format
- Institute regular face-to-face meetings of providers and CA staff at local and regional levels
- Encourage the use of a variety of methods for sharing information, including e-mail, websites and teleconferencing
- Establish methods for maintaining updated distribution lists and resource directories

- Identify how and when providers will be notified of changes in contracting or referral processes
- Designate single points of contact within the CA for providers to bring their concerns
- Establish channels of communication that will not be disrupted by staff turnover
- Promote simplicity in reporting requirements and in contractual language
- Identify ways that CA and provider staff can build and sustain mutually rewarding working relationships

The initial regional collaboration protocol meetings provided regions with a framework for developing written protocols.

### **Next Steps**

The collaboration meetings with providers at both the regional and state level have served as an important step as written protocols about planning, communication and decision making are being developed. The protocols will provide each region with a consistent written method of communication between CA and contracted community providers.

The next steps in this process are as follows:

- The second round of regional collaboration protocol meetings will be held in January-February 2005, facilitated by CWLA. The meetings will provide the structure to begin developing detailed draft regional collaboration protocols. Regional work groups will complete this task, with continuing guidance from CA staff and the statewide work group, by March, 2005.
- The statewide collaboration protocol work group will meet in January 2005 to finalize broad principles for collaboration between CA and contracted providers and outline content requirements for state and regional collaboration protocols.
- CA administrative staff and the statewide work group will develop a detailed draft of state collaboration protocol and plan for monitoring protocol implementation by March, 2005.
- CA administrative staff and the statewide work group will review regional protocols to ensure that all identified protocol elements have been addressed in a written format by March 2005.
- CA Management Team will give its final review and approval of state and regional protocols by April, 2005
- Final report with recommended collaboration protocols will be provided to legislative committees and Governor by May 1, 2005.

## Elements to Address in Protocols

| <b>PLANNING</b>   |  |
|---|--|
| Involve program specific providers in evaluating contracted service effectiveness, in identifying needed services or changes in services, and planning for service or contract modifications                  |  |
| Identifying and resolving service gaps <ol style="list-style-type: none"> <li>1. Services not provided</li> <li>2. Availability/Capacity</li> <li>3. Barriers to access</li> </ol>                            |  |
| Resource Development<br>Response to new initiatives<br>Data-informed planning<br>Coordinating with Tribes and Providers regarding access and availability<br>Collaboration on improving services and programs |  |
| <b>COMMUNICATION / FEEDBACK</b>   |  |
| Mechanisms for problem-solving, for ensuring that parties are fully informed, and for continuous quality improvement  |  |
| <b><i>Contracts</i></b>   | <ul style="list-style-type: none"> <li>• Informing providers about contract changes and new initiatives</li> <li>• Method for resolving contract disputes/contract performance issues</li> </ul> |
| <b><i>Referrals</i></b>   | <ul style="list-style-type: none"> <li>• Involve stakeholders in developing solutions</li> <li>• Methods for addressing individual or group issues</li> </ul>                                    |
| <b><i>Allocations</i></b>   | <ul style="list-style-type: none"> <li>• Inform re: budget and forecasts</li> <li>• Method for addressing provider concerns/complaints regarding payment</li> </ul>                              |
| <b>DECISION MAKING</b>  |  |
| Develop transparent and clear decision-making processes   |  |
| <b><i>Contracts</i></b>   | <ul style="list-style-type: none"> <li>• Determine and inform on type stakeholders of decision making process</li> <li>• Involve stakeholders in solution development</li> </ul>                 |
| <b><i>Referrals</i></b>   | <ul style="list-style-type: none"> <li>• Involve stakeholders in developing solutions</li> <li>• Discuss decision processes re: referrals</li> </ul>   |
| <b><i>Allocations</i></b>   | Involvement/input in fiscal decisions re: crisis or changes  |

## REGIONAL COLLABORATION MEETINGS

| REGION | LOCATION     | ADDRESS  | DATE                      | TIME      | CA Representative         |
|--------|--------------|--|---------------------------|-----------|---------------------------|
| Two    | Yakima       | All Nations Center just outside Wapato, 30 miles from Yakima | November 5 <sup>th</sup>  | 8 to noon | Peggy Brown               |
| Five   | Tacoma       | 1949 S State St 1 <sup>st</sup> floor Mt. Adams Room         | November 8 <sup>th</sup>  | noon to 4 | Peggy Brown               |
| Three  | Smokey Point | 3906 172nd Street NE Ste 200, Arlington Community Room       | November 9 <sup>th</sup>  | noon to 4 | Peggy Brown<br>Ginny Heim |
| Six    | Tumwater     | 6860 Capitol Blvd. Building Two Nisqually Room               | November 10 <sup>th</sup> | noon to 4 | Ginny Heim                |
| One    | Spokane      | 1313 Atlantic Suite 2000                                     | November 12 <sup>th</sup> | noon to 4 | Ginny Heim                |
| Four   | Burien       | Regional Justice Training Center 19010 1st Ave S., C151      | November 16 <sup>th</sup> | 8 to noon | Ginny Heim                |
| Four   | Bellevue     | DCFS office 14360 SE Eastgate Way Orca Room                  | November 18 <sup>th</sup> | noon to 4 | Peggy Brown               |