Embarking on a new era - Performance Based Contracting

It’s time to talk about Performance Based Contracting but we also want to take a minute to reflect back on fiscal year 2019 before moving forward in fiscal year 2020.

First, let’s acknowledge the amazing progress made during the past two years in moving our system toward outcomes:

• All home visiting programs funded by the HVSA are collecting data on up to eight aligned measures, thus improving the story to funders and important stakeholders about how programs impact families and the lives of children.

• Performance awards were integrated into the first two years of the DCYF home visiting contracts, and programs received $39,000 in incentive awards for meeting and often exceeding high standards.

• LIAs began digging into their performance data with the help of CQI and the DOH Data Dashboards; hundreds of conversations and then program adjustments occurred during the past two years resulting in improved practice – and we keep learning more every day!

• Conversations deepened around the potential for performance-based contracting and the broader system to promote equity, or unintentionally perpetuate inequities.

CHANGE WILL NOT COME IF WE WAIT FOR SOME OTHER PERSON OR SOME OTHER TIME.
WE ARE THE ONES WE’VE BEEN WAITING FOR.
WE ARE THE CHANGE THAT WE SEEK.

-Barack Obama

Continued on page 2
Now, let’s remember that the original intent behind the performance awards was to encourage programs to focus on a few important indicators related to quality practice and to recognize accomplishments in those areas. It’s also important to note that this is a system-wide initiative, meant to build from what the home visiting programs have in common and can achieve together. However, we recognize each program has unique strengths and skills, and thereby make unique impacts on participating families; we know that attaining the performance milestones are not the only definitions of success, particularly given the complex scope of each home visiting program and the diversity of participant populations.

The legislation guiding the merging of Department of Early Learning into the new Department of Children, Youth and Families (DCYF) agency also introduced the requirement for performance-based contracts (PBC) beginning in our current fiscal year. The DCYF framework requires each contract to identify service, quality and outcome milestones; home visiting was ahead because we had previously started performance awards for enrollment (service), dosage and depression screening/referral (quality). DCYF believes that aligning contracts with outcomes through performance-based contracting will help the agency and its partners move the needle on agencywide outcome goals and reduce disparities. Results will not only be used to hold DCYF and its contractors accountable, but to learn and improve over time.

So what happened? Last year, we launched a year-long planning process to review our current service and quality milestones, to identify an outcome milestone, and to review the incentive payment structures for all the home visiting contracts. We began with the Home Visiting Advisory Committee as the primary stakeholder group, which includes stakeholders from across the state and several program supervisors. At the All HVSA meetings in November and April and during smaller Spring webinars, we invited participation in the planning and also shared progress and questions with programs.

We learned a lot during FY19:

• We explored several different program outcomes and reviewed program data, determining the best route would be to take a model specific approach to outcomes.

• We were able to land on one outcome for NFP - healthy birthweight. We are still exploring options for PAT and all the portfolio models.

• Programs are starting with high levels of performance on some measures; for many milestones there is little room for improvement on existing measurement tools!

• As a system, we have more work to do on improving our data definitions and collection practices. Interpretation of data and population characteristics associated with service use can be multi-faceted, and findings can sometimes be conflicting.

• We need more programs to weigh in during the planning phase to help us get it right!

• Planning for PBC will take longer than we thought – we’re thinking it may take two more years at least, particularly if we invite more input from programs, who are already super busy.

Continued on page 3
Sharing and Celebrating

One of the most inspiring things to come out of the Innovation Grant and the Integration Summit was hearing home visitors telling stories of successes with families. We want to continue that in this newsletter. If you would like to share your story (identifying details can be changed or left out), please email home.visiting@dcyf.wa.gov. Or, if you would like to nominate a home visitor who is deserving of recognition, please email us.

Home visitors whose stories are shared, or home visitors who are nominated, will be considered for a scholarship to attend the Ounce of Prevention’s 2020 National Home Visiting Summit.

Action Items

Sept 30:
August 2019 Monthly Invoice

Oct 8:
For UIAT, Portfolio Programs: Q1 Consenting Clients to DOH and Q1 Data Submission
For NFP: Sept Consenting Clients to DOH

Oct 21:
Sept Monthly Enrollment Report
CQI Pre-Work
Q1 Quarterly Progress Report

Starting with the July 2019 report, all monthly reports should be submitted through the PSRS system (https://apps.dcyf.wa.gov/psrs). For assistance please contact the Home Visiting Inbox (home.visiting@dcyf.wa.gov).

If you need any of the forms please check our website for the most current version. If you have any questions, please reach out to your Program Specialist.

Performance Based Contracting cont....

What’s next? During FY20, the planning will take two primary approaches and one exploration:

• Monitor, learn and reflect on the current slate of milestones with more investigation of depression screening. This will include exploring more with programs any process observations, unintended consequences, and issues of equity. We will monitor progress and milestone achievements, and continue to make improvements on sharing data and outcomes with programs and understanding the why behind performance. We’ll also look into effective depression screening practices, model nuances and home visiting impacts on depression.

• Devise a model specific outcome for Parents As Teachers programs. In partnership with PAT programs, we will dig deeper into PAT impacts and expected outcomes, review data and measurement tools with programs, and eventually set performance targets and incentives.

• Explore with Portfolio Programs. This next year, we want to support continued work integrating data systems into the HVSA for the portfolio models and begin the conversation of reviewing expected outcomes with the main work to continue into FY21.

What’s your role? We invite home visiting programs and all else who are interested to join us in the journey ahead:

• Participate in PBC conversations – while the main focus for outcomes exploration will be on PAT, there will be opportunities during All HVSA Meetings, other meetings and various webinars to give thoughts and input on how it’s currently working for you and other insights from the program level.

• Review your performance data and talk with the state team (DOH, DCYF, Thrive/Ounce) about what it means, any concerns or a desire for more specifics.

• Give us feedback when it occurs to you. Sending an email to the home visiting inbox (home.visiting@dcyf.wa.gov) to share your thoughts or start up a dialogue is wholly welcome!
It’s time to once again gather together for a time of learning and reflection. Please join us for the Fall 2019 All HVSA Program Day on Wednesday, Nov. 6. During this day of the Fall HVSA meetings we will gather all HVSA programs for a day of connecting and building relationships within Washington State.

Programs are advised to have a Home Visitor or whomever will be leading their CQI project attend the morning portion of the day for the CQI agenda topic. Please register for the All HVSA as soon as possible.

In addition to the all day, All HVSA meeting, we will have model-specific content the day prior, November 5, for NFP supervisors, PAT supervisors, and new this year, Portfolio Program supervisors. To register, follow the appropriate link for your model.

**NFP Registration**
**PAT Registration**
**Portfolio Program Registration**

**Hotel Information**
Hotel Interurban
223 Andover Park East Tukwila, WA 98188

Room Booking Deadline – October 22

Please follow any of the three booking options below and be sure to use the room block code if booking with the hotel’s website online or calling to indicate your room is associated with this conference.

Go to the make a reservation and click on check availability, put the code in the far left box under Group Code along with the dates of stay and then select continue. The Fall All HVSA Conference rate will appear for you to book.

To make individual reservations, please use this group code Fall 2019 All HVSA or use code HVSA19 when booking online at [www.hotelinterurban.com](http://www.hotelinterurban.com).

You may also call the hotel’s central reservation numbers at 877-768-8668 and book under the Fall All HVSA Conference with the same code of HVSA19.

**Payment Information**
Each LIA will need to pay for their hotel rooms directly. Contract budgets have an allotted portion dedicated for this meeting travel and LIAs can be reimbursed through this but will need to pay for room bookings initially.

We will continue to keep you updated, including a full agenda, as we get closer to the event(s).

For questions or concerns please reach out to anna@thrivewa.org.

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**Help Draft Washington’s Next Statewide Early Learning Strategic Plan**

The Washington State Department of Children, Youth & Families (DCYF) is working with communities across the state to gather and summarize existing information, data and experiences to create a statewide early learning needs assessment. This will help us identify where the current system has opportunities for improvement as well as areas of success and promise. It will include data on young children’s health and development, school readiness, the economic stability and well-being of families, availability of high quality early learning experiences and more.

This [survey](http://example.com) is one part of the significant partner and community outreach being conducted to inform and shape the current story of early learning needs in our state. We want to hear from parents, teachers, providers and the greater community of partners who work and interact with children prenatal through third grade and their families.

The needs assessment will be completed this fall and will be used to create strategies that will guide the next phase of our work: creating Washington’s next Early Learning Strategic Plan. This plan will become the roadmap that guides how we can all work together to ensure all young children in Washington have the opportunity to experience a great start in life.

[Take the short survey today!](http://example.com)
Effectively Serving Immigrant and Dual Language Learner Families through Home Visiting Programs, which serve expecting and new parents alongside their infants and toddlers, have proven to be an effective model to support maternal health and well-being as well as children’s health and socioemotional development, particularly for at-risk families.

Young children in immigrant families and in households where a language other than English is spoken (Dual Language Learners, or DLLs) are important targets for such early childhood interventions as they are disproportionately likely to face risk factors that can negatively affect their well-being and long-term outcomes. Yet these children, who represent more than 1 in 4 young children in the United States, are underserved by these home-based, two-generation programs, which have attracted significant federal support in recent years.

A new policy brief from the Migration Policy Institute’s National Center on Immigrant Integration Policy examines the characteristics of immigrant and DLL children and home visiting programs, as well as the barriers that impede participation and opportunities to mitigate them. The report can be found at https://www.migrationpolicy.org/research/home-visiting-immigrant-dual-language-learner-families

Thrive’s own Pamela Williams served as a panel expert during a webinar presentation on this subject! To listen to the audio from the webinar, please visit https://www.migrationpolicy.org/multimedia/serving-immigrant-dual-language-learner-families-through-home-visiting

Washington State Coalition Against Domestic Violence is offering two free trainings for home visitors.

Register Now - Lacey
Lacey Community Center
6729 Pacific Avenue SE
Lacey, WA
October 2, 2019
Domestic Violence: Assessment and Response
Even though you have experience and a lot to offer, it can still be tough to get a conversation started or to know what to say when someone shares their experience of abuse. This training will give you practical tools to help you help your clients.
Registration is now open.

October 3, 2019
Safety Planning with Families
It can be hard to figure out what will increase the safety of a parent and child who are in a relationship with an abusive partner, especially when ending the relationship is not an option. Leave with concrete strategies for supporting survivors and families.
Registration is now open.

Save the Date - Federal Way
November 18, 2019
Domestic Violence: Assessment and Response
Even though you have experience and a lot to offer, it can still be tough to get a conversation started or to know what to say when someone shares their experience of abuse. This training will give you practical tools to help you help your clients.

November 19, 2019
Safety Planning with Families
It can be hard to figure out what will increase the safety of a parent and child who are in a relationship with an abusive partner, especially when ending the relationship is not an option. Leave with concrete strategies for supporting survivors and families.

For questions about registering, please email mackenzie@wscadv.org.

For questions about the training curriculum, email or call Jenni Olmstead, 360.725.4414.
CQI Spotlight

CQI Learning Collaboratives: Prework Packet and Storyboards
You should have all received a Prework Packet and Storyboard Template via email. If you did not receive these, or cannot find it in your inbox, please email Elisa, elisa@thrivewa.org. Prework documents for both topics are now available on the DCYF Home Visiting Website Data Collection.

Remember, Team Storyboards are due Oct. 21st – to be submitted to the DCYF Home Visiting inbox home.visiting@dcyf.wa.gov.

We will host an optional Prework Office Hours on Thursday, Sept. 26 11 a.m. to noon. This will be an informal time to answer any questions related to the prework assignments. In the meantime, please don’t hesitate to email Elisa Waidelich elisa@thrivewa.org with any questions. A calendar invite has been sent, you can also find the Zoom information below:
Zoom Meeting: https://zoom.us/j/194297524
Phone: +1 669 900 6833 US (San Jose), or +1 646 876 9923 US (New York)
Meeting ID: 194 297 524

Purpose of Prework:
- Deepen understanding of current system/processes
- Reflect on current strengths, barriers, and hopes for improvement
- Prepare for Learning Session 1

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<td>Team Storyboard – Due Oct. 21st</td>
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Resource in Approaching Domestic Violence in Home Visiting

Washington State Coalition Against Domestic Violence (WSCADV) has a new resource - “Healthy Moms, Happy Babies Part II: Healing Approaches to Preventing and Responding to DV in Home Visitation Programs.”

This on-demand webinar is available here.

Part 1 is available here.

Questions? Contact Leigh Hofheimer at leigh@wscadv.org.
The Case for Wellbeing

Even as the Region X Innovation Grant work is winding down this month, our state’s commitment to the home visiting workforce is growing – thanks in large part to the support of home visitors and supervisors who shared their time, talent and wisdom throughout these past two years. From the Workforce Study - to the FAN and NEAR trainings - to Human Centered Design Workshops - the Evaluation of two years of professional development activities shared one common theme:

Home Visitors are deeply committed to supporting family wellbeing AND

Home Visitors want to work for organizations that support their wellbeing.

..... What We Learned about Workplace Wellbeing

We learned that workplace well-being isn’t about the self-care choices you make in your personal life. Rather, you told us what it’s about: a livable wage; racial and cultural equity; a strong relationship with your supervisor; consistent, high-quality reflective supervision; opportunities to connect with peers; support for learning new skills after the training; better pathways to promotion.

Which Leads to Brainstorming with Peers too

Then this past year, home visitors, supervisors, subject matter experts and stakeholders joined remotely and in person for interviews, focus groups and Human-Centered Design Workshops - looking together at the complex work of supporting families facing challenges referred to as the “Big 3.”

While it’s a term that may seem awkward when holding families in mind, the “Big 3” term was established as part of the Region X Innovation, to refer to three family stressors that are often co-occurring - mental health, substance use and domestic violence. These factors together or alone not only impact parenting, but when all are seen in one family, point to a level of complexity and stress not uncommon in the daily routines of a home visitor.

So it came as no surprise when a groundswell of voices participating in the human-centered design work pointed to the hope that their organizations would do better at supporting workplace wellbeing. Led by Design Workshop experts, home visitors and supervisors pointed the compass toward wellbeing and the seeds of a Workplace Well-being Toolkit were planted.

Which, like all Home Visiting Roads, leads to the Parallel Process!

As it happened, the Big 3 Human Centered Design Workshops also revealed the challenges of creating a one size fits all approach to wellbeing. Instead, the toolkit used strengths-based home visiting principles such as following the client’s lead and collaborative problem solving, recognizing that organizations are the experts of their own workplace and deserve to lead themselves in determining how best to support their organization’s workplace wellbeing. The toolkit prototype also borrowed from Human Centered Design concepts with mini “do it yourself” design workshops bringing staff together to brainstorm what workplace wellbeing could look like. Once a full prototype was established, home visiting programs in Region X began testing the toolkit and the latest prototype from this testing will be available next month.

Continued on page 8
By the Numbers

In July, we had 2,810 home visits across the state to 1,557 families for an average of 1.8 visits per family.

Our statewide enrollment for July was 1,866 families, due to our expanded number of slots we are now at 77%.
What’s Happening This Month?

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And Next?