



Policy: Contractual Program Standards and Network Provider Relationships

ChildNet Number: CN 015.004

Original Approved Date: June 2, 2003

Policy Revised Date(s): April 10, 2010, May 20, 2010

Policy Sunset Date:

**COA Standard(s): RPM 4.03; RPM 8.04; RPM 9.01, 9.02, 9.03, 9.04, 9.06;
RPM10.01, 10.03, 10.04; ASE 3.03; NET 1.02; NET 8**

Statement of Policy:

ChildNet maintains an effective and comprehensive network of child welfare service providers by implementing an integrated set of structured and uniform contracting procedures, forms and documents.

Board Chair's Signature:

Date:

11/15/10



Procedure: Contractual Program Standards and Network Provider Relationships

ChildNet Number: CN 015.004

Original Approved Date: June 2, 2003

Procedure Revised Date(s): April 10, 2010, May 20, 2010, November 17, 2010; November 2012, September 11, 2013, June 10, 2014, March 20, 2018, October 19, 2022

Procedure Sunset Date:

COA Standard(s): RPM 4.03, 8.04, 9.01, 9.02, 9.03, 9.04, 9.06, 10.01, 10.03, 10.04, ASE 3.03, NET 1.02, 8

Definitions (If any):

Network Provider- An individual or agency rendering their time and efforts to provide programmatic services directly to or on behalf of ChildNet's clients. Such services may include but are not limited to, evaluations, consultations, placement services, prevention services, reunification services, visitation services, legal services, mental health services, substance abuse services and other social services. All Network Providers must be approved through ChildNet's application and credentialing process.

Contracted Network Providers - A Network Provider with whom ChildNet maintains a formal contractual relationship for services according to agreed-upon terms. These entities go through ChildNet's application, contracting, and monitoring processes.

Memorandum of Agreement - Type of document used for coordination of service efforts where ChildNet and another agency or entity share a common goal and agreed upon procedures and outcomes, but no money is exchanged between the parties.

Professional Services Agreement - Type of purchasing document used with Network Providers for an entity providing professional services to clients or ChildNet on an hourly, unit or per-project basis.

Purchase Orders - Type of purchasing document used with Network Providers to formalize the acquisition of and payment for behavioral health services provided directly to or on behalf of a ChildNet client. These purchases are authorized by ChildNet's Director of Service Coordination and are for dollar amounts not to exceed \$1,000.00.

Non-Contracted Network Providers - Entity for which ChildNet refers children and families for specific services based upon individual client needs although no formal contractual relationship exists. These entities are viewed as an integral part of the service array but are not subjected to the standard contracting approval and monitoring process.



Rate Agreement - Type of purchasing document used with non-contracted Network Providers to formalize the acquisition and payment for out of home care services. These purchases are authorized by ChildNet's Director of Service Coordination and are for client placements into non contracted specialized programs or with out of county agencies.

Standard Contract - Type of contract used when an entity delivers services through an integrated program rather than simply delivering a single discrete service. This contract is the most detailed and prescriptive and defines specific program responsibilities and outcome measures.

Statement of Procedure

ChildNet delineates its service network into three separate components which include subcontracted services, purchased services and coordinated services. Subcontracted services and purchased services are only provided by Network Providers who have been authorized to deliver services through ChildNet's credentialing and application process as described in CN Policy 015.010, Procurement of Program Services.

I. Subcontracted Services

A. Overview of the subcontracting process

Basic steps of the subcontracting process include, but are not limited to:

1. Development of an annual contracting season timeline.
2. Contract document selection
3. Contract formulation
4. Internal routing and review process for contract documents.
5. Annual review of budgets and cost analyses. Requests are sent to current subcontractors, in advance, to request any changes in service proposal, and an outline of related budget details. Cost analysis involves, at a minimum, review of proposed costs for their necessity, reasonableness and justification. Specific processes and documentation requirements for cost analysis may be found in CN Policy 015.010 Contract Procurement.
6. Negotiations - Draft of contracts are presented to all providers for review along with a request for any feedback or area(s) for discussion. Once these areas are received, ChildNet responds accordingly. Face to face negotiation sessions may be held if determined to be necessary by the Chief Financial Officer (CFO) or designee. Items discussed at formal face to face



negotiations may include questions regarding previously presented materials, past monitoring reports and any concerns regarding quality of services or corrective action plans.

7. Contract File Maintenance - Every contract is supported with a contract file. The maintenance and organization of contract files are outlined in CN Policy 015.003, Contract File Management.

B. Elements and Formulation of Contracts

1. For each contracted Network Provider, ChildNet identifies the specific services to be rendered, the populations to be served, the anticipated funding level, and the anticipated payment methodology. The CFO or designee assigns a Contract Manager to prepare and oversee the contract.
2. Contract Managers/Specialists develop and implement written services contracts that contain all significant terms and conditions. Contracts are written in a format that include specific core language and exhibits in order to meet the contractual requirements of ChildNet, or as may otherwise be required by federal, state, or local law. The documentation prepared by the Contract Management unit shall minimally include information related to the following items:

a. Standard Subcontract

- 1) roles and responsibilities of all applicable entities
- 2) services to be provided/scope of services
- 3) service authorization and client eligibility
- 4) provisions for training and technical support
- 5) identification of the target population to be served
- 6) duration of contract and any renewals as applicable
- 7) policies and procedures for sharing information
- 8) methods for resolving disputes
- 9) identification of payment methodology and supporting reports
- 10) plans and procedures for timely payments
- 11) consequences for failure to pay
- 12) documentation necessary for reporting to ChildNet and oversight bodies
- 13) conditions for termination
- 14) expected outcomes and performance goals
- 15) participation in network quality improvement activities
- 16) participation in training activities
- 17) provider staff qualification standards
- 18) background screening requirements
- 19) insurance requirements



- 20) completion and return of civil rights, information security, debarment attachments, as applicable.
 - 21) identification of assigned Contract Manager
 - 22) identification of contact persons and notice procedures
 - 23) confidentiality requirements
 - 24) publicity statement
 - 25) security access and training requirements
 - 26) record access requirements
3. The contract preparation duties of the assigned Contract Manager/Specialist may include conducting negotiations, preparing drafts of the contract documents and routing a copy of each proposed contract document to the appropriate ChildNet staff for changes and final approval. All contracts are reviewed by Chief Legal Officer and the CFO or designee prior to signing.
 4. The assigned Contract Manager/Specialist is responsible for delivering the final document to the provider for signature; enclosing a copy of Internal Revenue Service Form W-9 to be completed and returned if applicable; and ensuring that signed documents are routed to ChildNet's Chief Executive Officer (or authorized designee) for execution. The Contract Manager/Specialist maintains a fully executed original in the Contract Management unit files and provides a fully executed original to the provider.
 5. The assigned Contract Manager/Specialist is responsible for the overall compliance with contractual obligations for all parties identified in the contract document. Specific responsibilities include, but are not limited to, monitoring the progress of contracted program implementation and outcome achievement, reviewing monthly provider invoices to ensure an accurate account of units of services and the timely submission of all invoices, reviewing compliance with applicable regulations and contract requirements, providing ongoing training on network policies, procedures and practices, providing technical assistance as necessary and assisting to remediate deficiencies related to contractual compliance and performance.
 6. Performance measures and targets are developed and stipulated in each Network Provider subcontract. ChildNet builds contracted outcome measures with providers around the ChildNet performance measures, as well as the federal outcomes for safety, permanency, and well-being of children. Network Providers who have standard subcontracts with ChildNet submit quarterly outcome reports showing the level of performance on each measure. As part of this report, Network Providers also address areas where targets have not been met and what improvements will be put into place to address these areas in the upcoming quarter. Outcome reports are reviewed and validated



by the Contract Manager/Specialist and the CQI Contract Monitoring team during site visits.

II. Purchased Services

A. ChildNet enters into Professional Service Agreements and approves Rate Agreements and Purchase Orders for specific residential and related behavioral health services based upon individual client needs.

1. Professional Services Agreements are used when a standard subcontract is not desired mostly for reasons as individual services are being purchased as opposed to programs which require more detailed oversight and well-defined processes. Outcomes may consist of the timely and complete provision of the specified service rather than the more global indicators of subcontracted programs. The Professional Services Agreement is entered into in advance and reviewed, updated and renewed on a regular, usually annual, basis. It may also define a total number of clients to be served and allocates a total dollar amount to the purchase of the targeted service for those clients. Clearly defined deliverables are negotiated and described and, therefore requires continual oversight and management by a designated Contract Manager/Specialist.
2. Rate agreements are utilized for the purchase of residential services when a standard subcontract is not needed because the Network Provider is licensed by or contracts with another entity. This includes, but is not limited to, placements licensed and monitored by the Agency for Persons with Disabilities, the Agency for Health Care Administration or by another Community Based Care lead agency. Services purchased through this type of process are authorized in advance in writing by the Director of Service Coordination or Director of Intake and Placement through the use of a Rate Agreement form and are processed and tracked by the Contract Management unit. Collection and review of copies of contracts, licenses and monitoring reports generated for these programs by the primary funding or licensing entity is the responsibility of the Contract Manager/Specialist. ChildNet's Director of Service Coordination, or designee, may also routinely perform site visits to programs to ensure that they meet ChildNet standards as well as those of their local funder and or licensing entity.
3. Purchase orders are utilized for the purchase of behavioral health services provided directly to or on behalf of a ChildNet client when there is no alternative funding source available to pay for the service. Services purchased through this type of process are authorized in advance in writing by the Director of Service Coordination through the use of the electronic referral system, Referral Connect or General Funds Request and Purchase



Order Form. The processes for monitoring the delivery of quality services include formal and informal reports from the Dependency Case Manager whose clients actually access the services and are supplemented by written surveys of the Dependency Case Managers developed and distributed by the Director of Service Quality or designee. Random sampling and review of the various assessments and evaluations accessed through purchase orders is also undertaken by ChildNet's licensed Behavioral Health Specialists to monitor the quality of those assessments.

B. Professional Service Agreements contain at a minimum the following provisions:

1. description of professional services and report(s) to be provided
2. compensation to be provided and limits on compensation
3. required invoice and supporting documentation, including Internal Revenue Service Form W-9 (Request for Taxpayer Identification Number and Certification)
4. adequate professional liability insurance as applicable
5. indemnification of ChildNet
6. personnel requirements and required background screenings as applicable
7. record access requirements
8. procedures for sharing information
9. complaint and dispute resolution
10. confidentiality requirements
11. reporting responsibilities

C. Rate agreements contain the following provisions:

1. Type of residential placement
2. compensation to be provided and required invoice procedures
3. required invoice and supporting documentation, including Internal Revenue Service Form W-9 (Request for Taxpayer Identification Number and Certification)
4. requirements for adequate professional liability insurance as applicable
5. indemnification of ChildNet
6. personnel requirements and required background screenings as applicable
7. record access requirements
8. confidentiality requirements
9. term of agreement and termination procedures
10. compliance with each party's internal policies and procedures
11. applicable licensing requirements
12. reporting responsibilities



D. Purchase Orders include the following:

1. type of service that is being requested
2. reason for the requested service
3. the cost of the unit of service to be provided
4. the number of units to be provided

III. Coordinated Services

A. Coordinated Services include a broad spectrum of health, educational, and social services that ChildNet does not necessarily fund. In service of network expansion ChildNet frequently supports or assists other agencies in their development and submission of proposals and applications for public and private grant funding. The development of Memorandum of Agreements briefly describes these alternatively funded programs and the specific ways that ChildNet clients can access the services.

B. Memorandums of Agreements contain at a minimum the following provisions when applicable:

1. description of each party's responsibilities
2. goals and objectives of the coordination
3. reporting responsibilities as applicable
4. description of services
5. notice of agreement to necessary personnel, and pledge to provide technical and other assistance in implementation of agreement
6. attendance requirements for scheduled meetings
7. confidentiality requirements
8. compliance with each party's internal policies and procedures as applicable
9. conflict of interest provision
10. method for dispute resolution
11. non-discrimination provision
12. maintenance of records and documents
13. identification of contact persons and notice procedures
14. term of agreement and termination procedures
15. personnel requirements and required background screenings as applicable
16. record access requirements
17. procedures for sharing information

President's Signature:

Date:

11/2/22