

SIF YOUTH DEVELOPMENT COMPETITION: JUNE 27TH WEBINAR Q&A

(49:49): Recognizing that AISP has worked with many communities around the country, could you talk about an example from a specific community, starting with the hurdles that they faced in developing an integrated data system (IDS) and how they were able to overcome those challenges with the support of your team?

Communities that have a strong interest in building IDS often invite AISP for informational support to help the local attorneys in relevant agencies see that data sharing is permissible under the law. AISP then goes to the jurisdictions or speaks to the attorneys in these agencies to provide them with resources and validation from federal agencies and other communities, explaining how the data can be stored in an IDS and used while in compliance with all of the privacy laws and other protections that are required.

(51:30): Which agencies are ideal lead applicants when talking about two-generation outcomes at the state level?

The strongest leads are agencies that house any of the policy, programming, or leadership decision-making power in relation to the two-generation outcomes. This could be both in terms of data sharing and in terms of performance improvement or contracting. Alternatively, if it's not an agency but specific people such as senior planning and budgeting officials or a governor's office, that can also be a good lead because they have a stronger ability to facilitate collaborations across agencies.

(52:40): Could you talk a bit about the key people that are often involved in the PFS feasibility process with Third Sector?

Typically there are 3 levels; the executive level, steering committee level, and the agency level who are involved. The executive level, such as a governor or county executive's office, requires buy-in; they need to know about and empower the process but they are not directly involved in the day-to-day work. The steering committee level involves the lead agency head, the agency with the relevant data sets and potentially the budget office or the performance, strategy and budget agencies as well. The lead agency head listed on the application is the one saying *'I want to make this a priority and I understand that it is worth doing'* and reports updates and progress to the executive level. Then comes the agency level staff that work on the programmatic side, collaborating closely with Third Sector on the data sharing and driving efforts on the project management side.

(55:20): Given the two-generation framework, would a project that focuses on parent and parent-related outcomes still fall within the youth development criteria? For example, could a jurisdiction focus on training and educational outcomes of working parents? Does the primary beneficiary population need to include youth?

Given that the funding for this competition from SIF is focused on youth development in particular, we want some of the primary outcomes and services to serve youth specifically. But the programs don't have to only serve youth.

(56:08): It seems like the criteria prioritizes applicants that already have a developed project. Do applicants need to have a well-defined project in mind as part of the application process, or is part of the services that will be provided from this TA to help service recipients develop their project vision?

From an IDS perspective, you definitely want to have a strong idea of an area that you'd like to pursue with this TA., The goal for the IDS TA is to address the data sharing issues, to get to the linkages between families and households, and allow you to access those outcomes of interest.

From an outcomes-based contracting perspective, we find that using a hypothesis-driven approach has greater success in the long run. For the application process, it is important to have an initial idea of the priorities or potentially the populations and outcomes that you want to focus on. The first step in the TA process will include working together with the Third Sector team to review and refine the focus of the project.

(59:16): Could you give one or two examples for those that are new to outcomes-oriented contracting about how TSCP has been able to work with governments to incentivize better outcomes through contracting?

When we first started, Pay for Success (PFS) was the largest “brand name” in the performance contracting space because it was the main tool that was used by governments. Under those contracts, governments incentivize by holding back payments to providers until success is demonstrated. What we discovered through working with communities and governments is that because of capacity, a lot of providers weren’t ready to jump to a contingent payment structure, even if they were getting funding to cover their costs.

Today, we have communities that use “bonus payments” for particular outcomes that are met; that way providers are ensured of a base level of funding but are incentivized and rewarded if they improve over time or hit a target performance level. We have also realized that for providers, market share is a big incentive as well. For example, governments can structure contracts like a “fee for service” or pay per person capitated rate-type contract over the year, but, based on what the data, evaluations and outcomes show, a government may decide to increase the number of blocks and increase contract size over time as a result.

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(34:40): In trying to understand the amount of coordination between the SIF learning community and the AIFP learning community, will these youth development competition sessions coincide with the planned and scheduled AISP idea's workshop?

Yes, if you receive this full award; that includes both the Third Sector and AISP Technical Assistance. Third Sector and AISP will be working together to make sure that the time you spend is coordinated and integrated across AISP workshops and Third Sector services.

(35:45): Who are strong members to include on the team if our site wins the award?

Strong members include those that work in procurement, either in the writing or managing of contracts in the issue area of interest, and someone from finance or monitoring and evaluation that could be impactful from the data and outcomes-contracting side.

(41:05): Is it anticipated that the SIF grant will have multiple rounds or opportunities for involvement down the road if a site isn't selected for this round?

We are working to find the 5 sites that are best suited for this joint TA in this round of the competition, and are not planning to have any future rounds. This is a cohort that will be starting in the fall of 2017 and will be working with AISP and Third Sector over the 2-year period grant period.

We do also view this collaboration between AISP and Third Sector as the first attempt at something that could continue as a partnership of joint TA for communities. As the two-generation focus grows nationally and more programs develop where data coordination is vital, we think this will not be the only effort for AISP and Third Sector together. Hopefully there will be future opportunities through other funding sources where we will be able to work with many others teams.

(43:15): What is the distinction between social innovation bonds (SIBs) and external financing for contracts versus a broader outcomes-orientation approach when thinking about contracting.

Depending on what your community wants to achieve with this project, you may want to explore a SIB or you may want to think of other ways to incentivize outcomes in your community. It is important to include SIBs as a potential contracting tool but not **the** only available contracting tool to help communities move to outcomes.

For example, in Cuyahoga County, they were looking to test a new intervention of providing services to reunite homeless families and reduce days in foster care. The County wanted to structure the program in a way that they would only pay taxpayer dollars if that provider was successful in reducing foster care days, and so a PFS structure and a SIB made a lot of sense.

Comparatively, Third Sector is working in a county right now in the mental health space where the client wants to help their providers move to a same-day access approach. Because the county's goal is to incentivize improvement across 30 providers, and those providers already receive Medicaid payments via cost reimbursement, this County decided to take a "bonus payment" approach to the contract. By making a contract amendment that can provide additional funding for providers that go above and beyond the Medicaid base payments, the client is better able to see outcomes and link them to data systems.

(47:00): Is there an example of policies that can be looked at related to the two-generation focus? Which partner agencies might be helpful to include in thinking about 2-gen outcomes?

In terms of policies, home visiting is the most obvious, or policies requiring child care subsidies, quality daycare settings or public Pre-K programs which have benefits for the children as well as parents. In terms of the agencies that could operate these programs, if your focus is on children and youth, you might have the Department of Child Welfare, Department of Human Services, etc. If the outcomes of interest are focused on parental outcomes instead, don't limit yourself to adolescent-centric partners. Then you may focus on the Department of Labor or other groups aiding in those outcomes. With a two-generation program, the policies and programs that could be involved are far reaching.

(49:50): Can you talk a bit about the system that AISP is planning to use with the sites, that you have already selected? And how does Third Sector connect?

AISP has a director of training that will coordinate the curriculums along with a facilitator for each site who will be your point of contact and meet with local teams as necessary. We also use a platform called Canvas and everyone who is in a learning community will have access to that, where we will host materials and virtual sessions, and address specific TA needs. Additionally, if the site has a need for particular expertise, we will plan for an AISP consultant to be deployed to that jurisdiction.

The Third Sector TA is different in terms of delivery. Each site will receive a team of consultants from Third Sector who will be coming to your site on a regular basis and working with you to understand the outcomes and develop contracts. Through coordination between TSCP and AISP, we will be working with the same people and coordinating the communications so your site will be aligned in terms of how those two TA streams will be interconnected.