

## **Chittenden County Children's Integrated Services Collaborative Governance Document**

The Collaborative Governance Document directly addresses shared leadership, strategic planning, and decision making by CIS subcontractors, identified regional leaders, and the CIS Contractor. In general, the CIS Administrative Team advises the CIS Contractor and its CIS subcontractors. The CIS contract and related subcontracts address other aspects of regional CIS implementation.

### **Mission Statement:**

Chittenden CIS promotes service integration for families and supports children and families\* in meeting their needs, as defined by them, in a holistic way.

\* CIS serves pregnant and postpartum women and teens, children ages birth to six and their families, and early care and education and afterschool programs.

### **Strategies:**

Maximize Chittenden's CIS funding so that clients receive timely, effective services resulting in positive outcomes:

- Minimize Chittenden CIS administrative costs;
- Facilitate Chittenden CIS staff capacity, professional development, teaming, and supervision to implement best practices.
- Advocate for Chittenden CIS resource needs and supportive policies

### **Values:**

Subcontracting agencies, CIS Administrative Team members, and staff actively work to apply the values listed below. This happens through planning, meeting facilitation, and engaged decision making.

- Shared responsibility for all CIS clients and services
- Consensus decision making
- Collective focus on best practice, for example: family-centered services; development of routines-based, functional outcomes; service delivery in natural environments; and identification of a primary service coordinator for each client
- Responsiveness to family and community needs, including examining gaps and duplication in services
- Respect for all people and partners involved
- Clear and transparent operational roles, responsibilities and processes
- Openness to change and to the process of change
- Support of data driven continuous quality improvement to achieve better outcomes
- Fun and effective

## Roles and Responsibilities

- The Administrative Team has a collaborative approach to its governance role of CIS.

Membership: The Administrative Team is composed of community members and includes both decision-makers and supporting members. Team members may send an authorized proxy and, to the best of their ability, attend all meetings. The Administrative Team may consider other avenues for community input from partners who do not sit at the Administrative Team table regularly.

Decision-Makers: Community agency subcontractors and district directors

- Child Care Resource (Executive Director)
- Howard Center (Director of Early Childhood Program)
- Lund (Director of Child and Family Services)
- Milton Family Community Center (Executive Director)
- Vermont Family Network (President/CEO)
- University of Vermont Health Network Home Health and Hospice (Home Health Service Director)
- AHS Field Services Director, BDO
- Maternal Child Health Coordinator VDH, BDO
- Building Bright Futures (BBF) Regional Coordinator

Supporting Members: Contribute information and participate in discussions

- Fiscal Agent Representative
  - Employer
  - CIS Coordinator
  - Other community partners as identified by the CIS Administrative Team
  - CDD CIS Team Technical Assistance Liaison (if requested by Decision-Makers)
- The Chittenden CIS Contractor with consideration of feedback from the Administrative Team, facilitates the billing and disbursement of the region's CIS allocation through subcontracts among community agencies delivering CIS. Communication of monthly billing results, information about claim denials, and accounting for the region's CIS allocation is the responsibility of the Chittenden CIS Contractor. The Chittenden CIS Contractor communicates to the CIS Coordinator billing results and provides an annual fiscal report to date to the CIS Admin Team in a timely manner.

The Chittenden CIS Contractor holds the CIS contract with the Child Development Division and is ultimately responsible for the region's fulfillment of contract requirements. Attendance of a Chittenden CIS Contractor representative is not required at every Administrative Team meeting; however, a Chittenden CIS Contractor representative will attend when requested by the Administrative Team as available.

- The Chittenden CIS Contractor shares contracts and amendments with the Administrative Team and considers feedback regarding pertinent content (e.g. about programmatic implications) from the Administrative Team. If there is disagreement concerning the contract among Administrative Team members or between the Admin Team and the Chittenden CIS Contractor, the CIS Coordinator will facilitate a special meeting, with CIS Administrative Team members and Chittenden CIS Contractor representation, to recommend next steps.
- The Chittenden CIS Contractor notifies the Administrative Team if there is delay or concern about signing a CIS contractor amendment.

- The CIS Coordinator serves as the regional CIS point of contact; as liaison between the State CIS team, Regional CIS teams and other community partners; and staffs the Administrative Team. The CIS Coordinator collects data from agencies delivering CIS and ensures timely submission of required data to the Chittenden CIS Contractor and responds to State CIS data requests. The Coordinator also monitors the number of CIS clients served within the region, identifying both Medicaid and non-Medicaid clients and communicates those data monthly to the Administrative Team and the State Technical Assistance Liaison. The Coordinator assists the Chittenden CIS Contractor in developing subcontracts as requested.
- Each subcontracting agency providing a Children's Integrated Service (CIS) is responsible for the day-to-day management of their service delivery system, including hiring and firing of staff, salaries, benefits and staff supervision. Subcontractors report on billing and utilization data, as well as respond to State and regional data requests, as outlined in their contracts and as directed by the CIS Coordinator. Subcontractors share program updates, quality improvement plans, and evaluation results in order to live into the values listed above and build a shared commitment for success.

#### **Administrative Team Collaborative Governance Responsibilities:**

- Construct and collaboratively manage overall CIS budget with the CIS Contractor. Discuss and consider inputs for budget development such as:
  - Demographic data, including the social context for services
  - Utilization data
  - Organizational constraints
  - Anticipated/projected need and funding for services
  - Cost of services
  - Federal/state guidelines
  - Prior history
  - Performance and quality measures
  - Sustainability
- Monitor data on numbers of CIS clients served within the region, both Medicaid and non-Medicaid, and status of billing toward the regional allocation.
- Plan strategically and set goals for the Team that are in concert with the purpose and performance measures of the CIS contract and reflect community needs and resources. Ensure these goals are being met satisfactorily. The Administrative Team is responsible for CIS program planning, quality assurances regarding the provision of CIS services and any state and federal reporting requirements for CIS services.
- When needed, the Admin team will develop, define and implement evaluation and corrective action for CIS programs and contracted CIS services, including the Contractor.
- Any change in a CIS Contractor will be based on an evaluative process.
- In the situation the region does not meet, or risk not meeting, the regional minimum target, the Admin team will create a plan for distribution of loss.
- Participate in the hiring and evaluation of the CIS Coordinator. Recommend to the Chittenden CIS Contractor the host agency, employer, and capacity of CIS Coordinator (and related support) position.

## **Processes:**

### Decision Making Process

- The group will make decisions by consensus with a "can you live with it" threshold. If there is not agreement, the dissenting point of view will be deliberately sought out. If agreement still cannot be reached by consensus with the "can you live with it" threshold, the issue will be tabled until the next meeting for discussion; absent members will be informed of that issue prior to the next meeting via notes/minutes. If consensus is not reached at the second meeting, a vote will be taken. The vote will not be taken at the meeting, but via email and include all regular members of the team. Votes will be tallied and the majority will prevail once all members have voted. There is a state grievance process and arbitration process that can be accessed in extreme situations.
- For time sensitive issues: a vote by email in a time frame that meets any timeline requirements will be held. Vote by email requires participation of all Administrative Team Decision Makers.
- There is a state grievance process and arbitration process that can be accessed in extreme situations.

### Process for Budget Development

- The Chittenden CIS Contractor sets an administrative fee
- The Administrative Team recommends to the Chittenden CIS Contractor distribution of the remaining regional CIS allocation
- If the Chittenden CIS Contractor does not adopt the Administrative Team's recommendation, it's representative shares with the Administrative Team the rationale for alternative distribution

### Process for Addressing Challenges and Resolving Conflicts

- Members of the Administrative Team who identify challenges work with the CIS Coordinator and/or Chittenden CIS Contractor representative to determine whether or not to bring the issue to the Administrative Team
- If the challenge concerns a subcontractor's performance, the CIS Administrative Team identifies a small group to support problem solving and sets a time frame for issue resolution
- Following the time frame, the Administrative Team assesses progress. If the challenge is not resolved in the set time frame, the Administrative Team recommends next steps to the Chittenden CIS Contractor.

### Process for Changing Collaborative Governance Document

- The Administrative Team reviews the document annually, usually in February
- The Team adopts changes through its decision-making process (see page 4)

***Should any content of this agreement (CIS Governance Document) conflict with the contract between the state and contractor, or the contracts between the contractor and sub-contractors, those contracts shall supersede all other agreements, oral and written declarations of intent and other arrangements made by the Parties in respect thereof including the CIS Governance Document.***

**CIS Administrative Team members have developed and agree to this document:**

\_\_\_\_\_ date \_\_\_\_\_  
Child Care Resource

\_\_\_\_\_ date \_\_\_\_\_  
Howard Center

\_\_\_\_\_ date \_\_\_\_\_  
Lund

\_\_\_\_\_ date \_\_\_\_\_  
Milton Family Community Center

\_\_\_\_\_ date \_\_\_\_\_  
Vermont Family Network

\_\_\_\_\_ date \_\_\_\_\_  
University of Vermont Health Network Home Health and Hospice

\_\_\_\_\_ date \_\_\_\_\_  
AHS Field Services Director, BDO

\_\_\_\_\_ date \_\_\_\_\_  
Maternal Child Health Coordinator, VDH BDO

\_\_\_\_\_ date \_\_\_\_\_  
Chittenden BBF Regional Coordinator

\_\_\_\_\_ date \_\_\_\_\_  
Chittenden CIS Contractor Representative

\_\_\_\_\_ date \_\_\_\_\_  
Chittenden CIS Employer, CVOEO Executive Director