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STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
DIVISION FOR CHILDREN, YOUTH & FAMILIES

129 PLEASANT STREET, CONCORD, NH 03301-3857  
603-271-4451 1-800-852-3345 Ext. 4451  
FAX: 603-271-4729 TDD Access: 1-800-735-2964

Nicholas A. Toumpas  
Commissioner

Lorraine Bartlett  
Director

December 9, 2015

Her Excellency, Governor Margaret Wood Hassan  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

Retroactive

**REQUESTED ACTION**

Authorize the Department of Health and Human Services, Division for Children, Youth, and Families to **retroactively** pay a membership fee to the University of Kansas Center for Research, Inc. (Vendor #253972), Youngsberg Hall, 2385 Irving Hill Road, Lawrence, KS 66045, in the amount of \$45,000.00 for an annual subscription to the Results Oriented Management software reporting application, effective July 1, 2015 through June 30, 2016. 32% Federal Funds and 68% General Funds. Funds are available in the following account:

**05-95-42-421010-29560000 HEALTH AND SOCIAL SERVICES, HEALTH AND HUMAN SVCS DEPT OF, HHS: HUMAN SERVICES, CHILD PROTECTION, -OFFICE OF DIRECTOR-DCYF**

State Fiscal Year	Class/Object	Title	Activity Code	Amount
2016	026-500251	Organizational Dues	42105602	\$45,000

**EXPLANATION**

This request is **retroactive** because the Division for Children, Youth and Families wanted to ensure that the cost of this subscription was appropriate to the benefits received. The vendor has been engaged in a process of identifying and developing new performance reports in response to new federal measures, referenced below, that all states are required to meet. These federal measures were not finalized until May 13, 2015, and the vendor has recently completed development of these reports. As these new federal measures are a significant benefit included in this subscription cost, the Division for Children, Youth and Families did not want to proceed before being assured that these would be available during this subscription period.

The purpose of this request is to enable the Department to have access to updates and improvements to a subscription based software application called Results Oriented Management, that is offered to child welfare agencies across the country for data development and reporting. Results Oriented Management is a web-based management reporting application with accompanying software that uses mapped data from the Division for Children, Youth and Families' case management system, NH Bridges, to generate a wide range of reports (see Attachment A) as well as customized reports for NH developed over the last few years or under separate contract funded by Casey Family Programs. Results Oriented Management is hosted by Kansas University Information Technology servers under separate contract. It was established to bring member child welfare agencies cutting-edge information technology for performance management.

The Results Oriented Management product provides a simple and inexpensive way to access to child protection and juvenile justice data. Results Oriented Management also allows quicker and better access to high quality data and provides significant time savings for staff.

The federal Administration for Children and Families and the Office of Juvenile Justice and Delinquency Prevention require states to collect and report accurate quantitative and qualitative data and ensure that data is available to the public. The Department is also required to demonstrate that the process is consistently and properly implemented across the entire state and that the process provides a clear way to identify and resolve data quality issues.

Results Oriented Management is a well-tested system that was developed by the University of Kansas and is being used in many states. Originally the system was developed for the New Hampshire Department of Health and Human Services, Division for Children, Youth and Families, which was the first agency to add Juvenile Justice Services' data to that system. The Division for Children, Youth and Families' partner, Casey Family Programs invested \$140,000 on New Hampshire's behalf into the initial development of the New Hampshire Results Oriented Management system. Additionally, the Department invested substantial staffing resources to ensure that the system was put in place.

Results Oriented Management system provides tools that enable the Department to continuously monitor and improve the quality of the data entered into the NH Bridges computer information system. Additionally, the Results Oriented Management system provides regular reports on Federal Performance measures, which are critical to the Department's compliance with federal requirements and avoidance of financial penalties. Additionally, the Department as well as many federal and state partners are using data at an increasing level to monitor the quality of services and continuously plan for improvements as best practices are identified.

Listed below are answers to standard questions required for Governor and Executive Council organization dues and membership approval submissions:

- 1. How long has this organization been in existence and how long has this agency been a member of this organization?**  
A: Results Oriented Management was developed by Kansas University in 2005. The Division has been using Results Oriented Management since 2012.
- 2. Is there any other organization, which provides the same or similar benefits, which your agency belongs to?**  
A: No
- 3. How many other states belong to this organization and is your agency the sole New Hampshire state agency that is a member?**  
A: There are currently 11 states that belong to this organization. To our knowledge, the Division for Children, Youth and Families is the sole NH state agency that is a member of Results Oriented Management. Because Results Oriented Management is specifically developed for child welfare data, no other NH state agency would utilize it.
- 4. How is the dues structure established? (Standard fee for all states, based on population, based on other criteria, etc.)**  
A: There is a standard fee for the core services (which the Division for Children, Youth and Families subscribes to). If a jurisdiction requests additional services, additional charge applies. Currently additional services for NH are funded by Casey Family Programs.
- 5. What benefit does the state receive from participating in this membership?**  
A: The Kansas University Center for Research will continue to work collaboratively with the State of New Hampshire Division for Children, Youth & Families to provide, further develop, and maintain Results Oriented Management Reports for internal and public

reporting. This work will build upon work completed in 2012-14 where Results Oriented Management staff worked with the Division for Children Youth and Families to implement an updated version of Results Oriented Management Reports (web application) and Results Oriented Management Core (processes to generate reports) to meet the reporting needs for child welfare and juvenile justice in New Hampshire (see list of reports attached). Mapping from Bridges tables to the Results Oriented Management Base Working Tables was completed and routines developed to populate data into Results Oriented Management. Below are the products and services provided as part of the Results Oriented Management subscription.

**Support & Maintenance** - Results Oriented Management staff will maintain the Results Oriented Management software through providing update releases on an ongoing basis, and will provide support on the reporting system including the following:

**Updates** – Results Oriented Management staff will continually update the application and data preparation routines to respond to changes in technology and upgrade the system infrastructure for improving performance. While there is no set schedule for releases, updates are generally provided on a quarterly basis.

**Fix problems** - Results Oriented Management staff will fix data preparation routines and calculations found to be in error and problems identified in the Results Oriented Management (ROM) Reports application software

**Support** – Results Oriented Management staff will support the use of the reporting application including:

- Technical assistance on the use of the administrative tools in the report system (over phone and webinar sessions)
- Validation of the Division for Children, Youth and Families data extract and technical assistance in troubleshooting problems
- Advising the Division for Children, Youth and Families staff on mapping data to the Results Oriented Management Base Working Tables and resolving mapping problems
- Implement changes in operational definitions in the help facility
- Writing scripts to implement system wide changes to report labels and settings

**Enhancements to Results Oriented Management:**

New development of Results Oriented Management Reports (application and user interface) and Results Oriented Management Core (calculations for outcomes) will be provided which offers additional functionality, new reports, and new or revised features in response to requests from the Division for Children, Youth and Families and other Results Oriented Management sites. The development agenda is undertaken through the advisement of the Results Oriented Management Leadership Council comprised of over 11 states that use the Results Oriented Management reporting system. The Division for Children, Youth and Families has representation on the Leadership Council. To date the enhancement initiatives are identified below. Additional enhancements are under consideration and will be defined and prioritized by the Leadership Council.

**New federal outcome reports** - Results Oriented Management staff will finalize the development of new reports in response to changes in federal Child and Family Services Review statewide data indicators and national standards. These new indicators were published in the Federal Register/ Vol. 79, No. 78/ Wednesday April 23, 2014, and refined and clarified in the Federal Register/Vol. 80, No. 92/Wednesday May 13, 2015. With the Results Oriented Management Leadership Council, Results Oriented Management staff will develop reports in

accordance with federal rules while continuing to take advantage of the longitudinal nature of the Results Oriented Management Base Working Tables.

**Supplemental reports to the new federal indicators** – In response to the new federal outcome indicators, Results Oriented Management staff will modify existing reports and develop new reports designed to support the attainment of the new federal indicators and provide additional data on other critical child welfare outcomes or practices. The Results Oriented Management staff will work with the Results Oriented Management Leadership Council to identify reports, write operational definitions, and develop technical specifications. The reports will be provided in Results Oriented Management for the Division for Children, Youth and Families and all other Results Oriented Management sites.

**In-home Reports** - Results Oriented Management staff have developed new reports on the in-home service population of children and families, which will be provided to the Division for Children, Youth and Families. Results Oriented Management will continue to work in consult with the Division for Children, Youth and Families staff to complete the implementation of these reports. Given the large scope of this effort, Phase 2 of this effort may provide both new reports and changes in existing reports to ensure the best possible reports for this area of child welfare services.

**Racial Disproportionality and Disparity** - New reports were developed displaying Racial Disproportionality and Disparity in SFY 2015. Kansas University will work with the Division for Children, Youth and Families staff to implement these reports, make adjustments as needed, and enhance the reports in concert with other Results Oriented Management sites.

**Other Enhancements** – Other enhancements will be provided as prioritized by the Results Oriented Management Leadership Council, of which the Division for Children, Youth and Families is a member by virtue of this subscription. As prioritized, enhancements will be provided to the Division for Children, Youth and Families. Current enhancements being discussed are multi-level crosstabs, options for alternative “levels” to view the data, and enhanced dashboard reporting functionality.

**6. Are training or educational/ research materials included in the membership? If so, is the cost included? Explain in detail.**

A: Results Oriented Management has training tools built into their website. Additionally, the Results Oriented Management staff offer a variety of online educational opportunities throughout the year designed to familiarize agency administrators with the principles of data analysis and their application to continuous quality improvement. They also offer various training opportunities through Results Oriented Management Leadership Council, which meets quarterly and consists of users from all States. The cost of training opportunities described above is included in the subscription cost.

**7. Is the membership required to receive any federal grants or required in order to receive or participate in licensing or certification exams? Explain.**

A: Membership provides data regarding critical program outcomes that is used to support a number of grant requests for state agencies as well as community partners. Outcome data from this membership is also used to compare state performance on key indicators to national data, as well as for internal quality improvement efforts. Adequate performance on these indicators and demonstrated quality improvement is necessary to avoid financial penalties resulting from federal reviews.

**8. Is there any travel included with this membership fee? Explain in detail any travel to include the number of employees involved, the number of trips, destination if known and purposes of membership-supported trips.**

A: No travel is included with this membership fee.

**9. Which state agency employees are directly involved with this organization? (Indicate if they are members, voting members, committee members, and/or officers of the organization.)**

A: There are number of employees that have user accounts and use the data on an ongoing basis, however, none of state agency employees are directly involved with this organization. The Division for Children, Youth and Families' Data Team participate on the Results Oriented Management Leadership Council for purposes of identifying new and updated reports, however no employees have any legal or financial relationship with Results Oriented Management or Kansas University.

**10. Explain in detail any negative impact to the State if the Agency did not belong to this organization.**

A: Should the Governor and the Executive Council not approve this request, the Division would be unable to access the most current Child Welfare strategies for performance management and improved outcomes for the children and families of New Hampshire. Additionally, the Division for Children, Youth and Families would not have access to data regarding its performance on key federal indicators, and data regarding critical program outcomes that are used to inform management decisions and continuous quality improvement, as well as support a number of grant requests for state agencies and community partners. Furthermore, without access to this product, the Division for Children, Youth and Families will require additional resources to ensure compliance with all the mandated requirements using a manual system and may incur financial penalties from the Administration for Children & Families.

Geographic Area: Statewide

Source of Funds: Approximately 32% Federal and 68% General Funds.

Respectfully submitted,



Lorraine Bartlett  
Director

Approved by:



Nicholas A. Toumpas  
Commissioner

**University of Kansas Center for  
Research, Inc.**

**INVOICE**

**Univ of KS School of Social Welfare**

1545 Lilac Lane, Twente Hall  
Lawrence, KS 66045  
ATTN: Sarah Potter  
Phone 785 864-8935

INVOICE #: NHRM-FY16-01  
DATE: 2 DECEMBER 2015

**TO:**  
New Hampshire Department of Human Services  
Attn: Sherri Levesque  
129 Pleasant Street  
Concord, NH 03301-3852

**FOR:**  
ROM Reports Subscription  
7/1/2015 - 12/31/2015

DESCRIPTION	AMOUNT
ROM Reports Subscription 7/1/15 – 6/30/16	\$22,500
	\$22,500

Submitted by:

\_\_\_\_\_  
Terry D. Moore, ROM Director

\_\_\_\_\_  
Date

**University of Kansas Center for  
Research, Inc.**

**INVOICE**

**Univ of KS School of Social Welfare**

1545 Lilac Lane, Twente Hall  
Lawrence, KS 66045  
ATTN: Sarah Potter  
Phone 785 864-8935

INVOICE #: NHRM-FY16-02  
DATE: 2 DECEMBER 2015

**TO:**  
New Hampshire Department of Human Services  
Attn: Sherri Levesque  
129 Pleasant Street  
Concord, NH 03301-3852

**FOR:**  
ROM Reports Subscription  
1/1/2016 – 6/30/2016

DESCRIPTION	AMOUNT
ROM Reports Subscription 7/1/15 – 6/30/16	\$22,500
	\$22,500

Submitted by:

\_\_\_\_\_  
Terry D. Moore, ROM Director

\_\_\_\_\_  
Date