

Globalbudgeting in Child and Youth Welfare

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Organisation: Department of Family and Youth

Country: Austria

Level of government: Local government

Sector: Social protection

Type: Financial Resources

Launched in: 2010

Overall development time: 7 year(s)

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Description

A new method in the financial practice of the services in Child and Youth Welfare – from financing each individual case to financing the whole process and the person who delivers the service. This innovation allowed a complete change in the orientation of the social work – from structured, restricted services to individual, flexible and tailor-made support for the families.

In the years before a cost increase was noticed. By working with a new professional concept supported by the new financial practice this increase could have been stopped with the same or even higher level in quality.

The city of Graz was able to keep the expenses for services in Child and Youth Welfare at the same level then in 2008!

By comparing the estimated costs over the years 2010 to 2014 with the real ones, over this 5 years 44,6 million Euros were spent less.

Why the innovation was developed

- In recent years permanently increasing costs for the Child and Youth Welfare were noticed. In Graz the costs went from 14 Million Euros in 2003 to 22 Million Euros in 2009.
 - This is not only because of more people getting help. It is also because of the practiced financial system by paying dayfees or hourly rates.
 - In some cases it can be seen, that children getting some help by the Child and Youth Welfare stay in this system till they get 18.
 - The Private Service Providers got paid by hours or days they work with the child. The more and longer (over years) they work with the child, the more they get paid.
 - Although in some cases no more support through the private service provider would have been necessary.
 - As this is not very satisfying a new concept “social space orientation” in Child and Youth Welfare was implemented. This more flexible and tailor-made way to work was supported by the Global Budgeting by financing the process and the people working with the children. To make the Child and Youth Welfare more efficient based on a new professional and a new financial concept.
 - More flexibility within a predefined financial framework for the professionals in the private and the public sector, better cooperation between Child and Youth Welfare Agency and Private Social Service Providers in terms of care planning and trainings; shared responsibility to keep the financial framework
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Objectives

Improve effectiveness

Main beneficiaries

Elderly people, General population

Existing similar practices

Global budgeting

In other countries' public administrations

Departments of Family and Youth in Stuttgart and Rosenheim

These cities also changed their professional concept and their financial system from financing cases (by hourly rates or day fees) to Global budgeting.

Results

Efficiency

Effectiveness

Service quality

Accessibility:

Responsiveness:

Reliability:

User satisfaction

Development

Design

It was a frontline staff decision to implement this new professional concept to innovate the working process. To support this professional concept to its best it was also necessary to change the financial system.

The legal position would not have allowed to work (and finance) that way. So it was necessary to place a contract with the federal state government for piloting this financial system from 2010 to 2014.

Design time: 2 year(s)

Testing

- Piloting from 2010 to 2014 the new financial system supporting the new professional concept.

Testing time: 4 year(s)

Implementation

Tools used:

- Defining new processes in care planning and financing; regular controlling meetings and new standards in documentation and evaluation; trainings for the professionals

Resources used:

- No complementary staff or budget were needed; support by an external expert for the new concept "Social Space Orientation"

Implementation time: 1 year(s)

Challenges and solutions

- It is a new way in working for the professionals. This is always difficult. There were (and still are) trainings for them, so they get enough support.
 - The shared responsibility between Child and Youth Welfare Agency and Private Social Service Providers to keep the financial framework also was something new. By regularly controlling-meetings we keep that in mind.
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Partnerships

About 16 Private Social Service Providers

Private sector

n/a

Lessons Learned

Conditions for success

- Outlining of the individual improvement in the working process; external supervision
- participation;
- high level of personal motivation;

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