



## Addressing Safety, Permanency, and Well-being for Children in Foster Care in Kent County

West Michigan Partnership for Children (WMPC) is a nonprofit organization in Kent County that is facilitating a performancebased funding model through a contract with the Michigan Department of Health and Human Services (MDHHS). The performance-based funding model is intended to improve outcomes for children and families; allow for the effective allocation of resources to promote local service innovation; create service efficiencies; and incentivize service providing agencies to be accountable for achieving performance standards. This report outlines performance measures that indicate how the WMPC network is achieving the intended outcomes.

Safety, Permanency, and Well-being are the three goals of the Federal Child and Family Services Review (CFSR) and are best interest principles for the West Michigan Partnership for Children foster care network. To oversee progress toward these principles, WMPC monitors over 30 measures governed by three primary entities; Modified Implementation, Sustainability, and Exit Plan (MISEP) Key Performance Indicators (KPIs), Federal Child and Family Service Review (CFSR) Performance Outcome Measures, and WMPC Network Contract Measures. All of these measures are outlined in this report.

#### **MISEP Key Performance Indicators**

Children's Rights, the State of Michigan, and the MDHHS have worked together since 2006 as an effort to reform Michigan's child welfare system. The initial Implementation, Sustainability, and Exit Plan (ISEP) was originally submitted in 2008 and in 2019 the MISEP was submitted to continue in its place. The KPIs outlined in the MISEP establish benchmarks and standards for measures that address children's safety, permanency, and well-being while in care. Adjusted measures designed with MDHHS went into effect FY 2020. Several benchmarks were revised to include incremental yearly increases, which was more realistic given Kent County and statewide historical performance. Along with these additions and adjustments, WMPC continues to be held accountable for all the state Key Performance Indicators.

### **Federal Performance Outcome Measures**

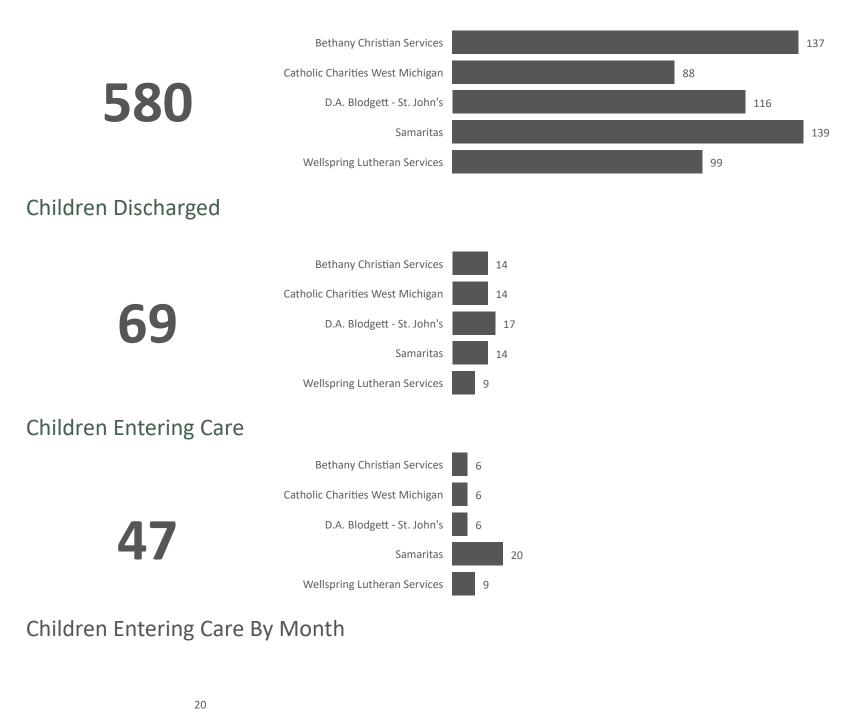
These measures correspond with the Children's Bureau data measures outlined in the Child and Family Service Reviews (CFSRs), or reviews of state's child welfare systems, to see progress toward federal standards and engage systems in improving families' experiences. WMPC receives County and consortium data measures aligned with CFSRs. Similarly to MISEP, KPI adjustments implemented in FY 2020, permanency benchmarks were revised to include incremental yearly increases. WMPC continues to be held accountable for all Federal Child and Family Services Review data measures.

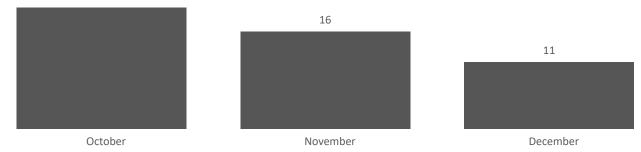
#### WMPC Network Contract Measures

The WMPC network has implemented additional performance measures in FY2019, FY2020, and FY2021. These measures are centered around the impact foster care has on children and families and are related to residential and shelter utilization, increasing community, in-county, and relative placements, and licensing more relative and non-relative foster homes.



## Total Children in Care





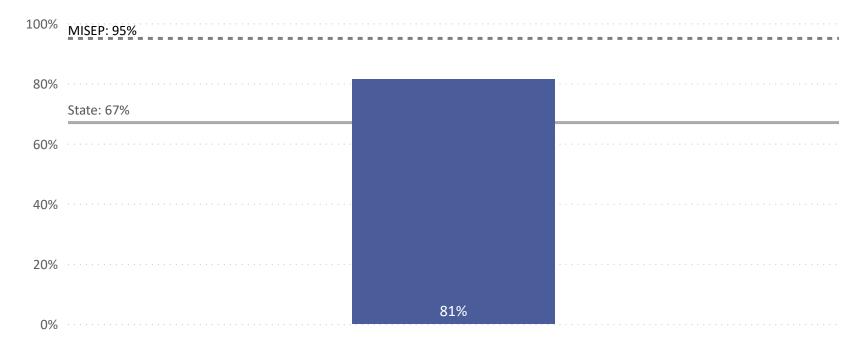


## **Worker-supervisor Contacts**

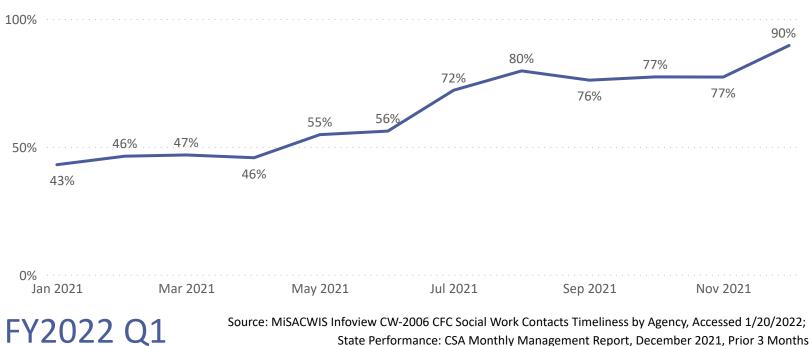
MISEP | Measure Definition: At least 95% of caseworkers shall meet with their assigned supervisor in accordance with the guidelines in FOM 722-06H, which states the caseworker must meet with their supervisor at least monthly for case consultation on every assigned case. Monthly case consultation may be conducted in person or by video conference. Note: MiSACWIS infoview reports began including supervisions occurring via video conference in December of 2021.

### **Quarter 1 Performance**

Performance does not meet the target this quarter. While 81% (1,270/1,559) of caseworkers met with their assigned supervisor in Q1, four of the five private foster care agencies in Kent County met the benchmark of 95% this quarter regardless of virtual contact inclusion. Performance exceeds the State average for this measure.



### **Monthly Performance**



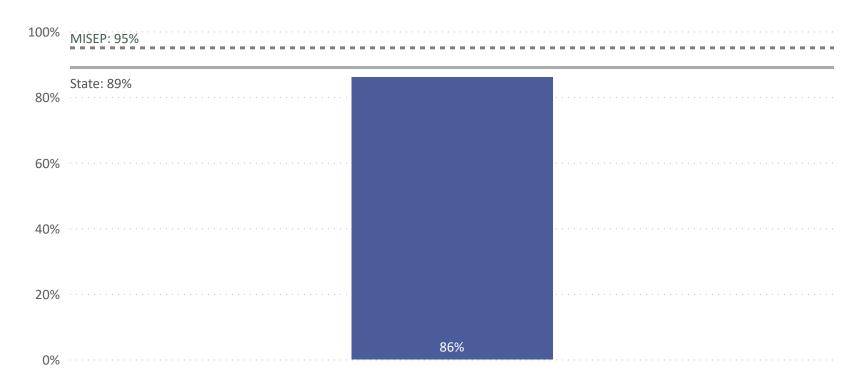


## Worker-child Contacts

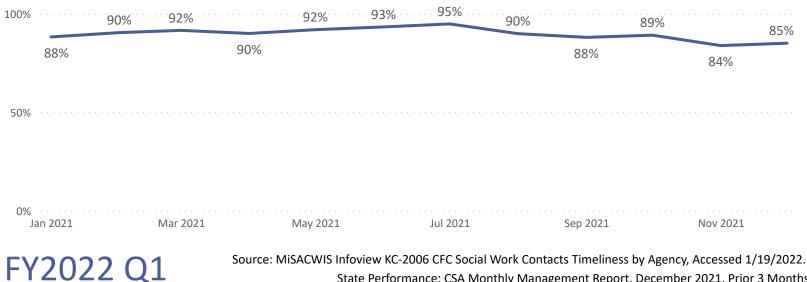
MISEP | Measure Definition: At least 95% of children supervised by the Service Provider will be visited by their assigned caseworker in accordance with the guidelines in FOM 722-06H. The caseworker must have at least two face-to-face contacts per month with each child in the first two months following an initial placement or a placement change. The caseworker must have at least one face-to-face contact in the child's placement setting each subsequent calendar month. Note: MiSACWIS infoview reports currently do not include contacts occurring via video conference. The below performance is not inclusive of video conferences.

### **Quarter 1 Performance**

86% (1,620/1,883) of children supervised by the WMPC network were visited in accordance with MISEP requirements. Performance does not meet the target this quarter.



### **Monthly Performance**





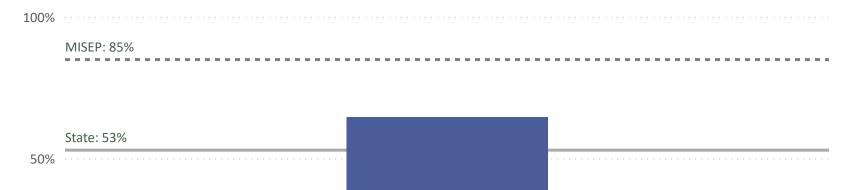
## **Worker-parent Contacts**

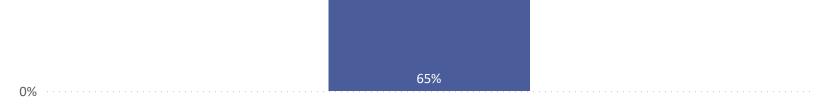
**MISEP | Measure Definition:** At least 85% of parents whose children have a permanency goal of reunification shall have face to face contact by the assigned caseworker in accordance with the guidelines in FOM 722-06H, which states the caseworker must have at least two face-to-face contacts with the legal parent or guardian, with at least one contact occurring at the parent or guardian's home or living environment, during the first month following initial out-of-home placement. In subsequent months the caseworker must have face-to-face contact with the legal parent or guardian at least once per calendar month. At least one contact each quarter must occur in the parent's residence.

WMPC Contract Amendment | Measure Definition: At least 82% of parents whose children have a permanency goal of reunification and are supervised by the Service Provider, shall have face-to-face contact by the assigned caseworker in accordance with the guidelines in FOM 722-06H by the end of FY2022 with annual goals of 71% in FY2020, 76% in FY2021, and 82% in FY2022. Note: MiSACWIS infoview reports currently do not include contacts occurring via video conference. The below performance is not inclusive of video conferences.

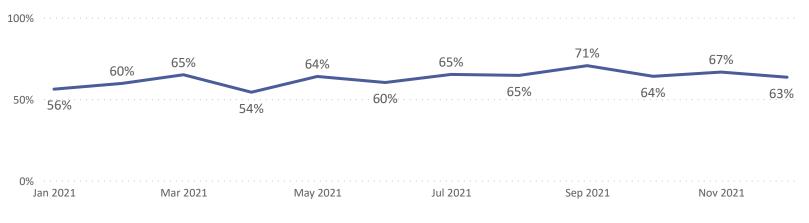
### **Quarter 1 Performance**

65% (864/1,337) of parents were visited in accordance with MISEP and contract amendment requirements. Performance does not meet the target this quarter, but does exceed the State average.





### **Monthly Performance**



## FY2022 Q1

Source: MiSACWIS Infoview KC-2006 CFC Social Work Contacts Timeliness by Agency, Accessed 1/19/2022. State Performance: CSA Monthly Management Report, December 2021, Prior 3 Months



## Parent-child Contacts

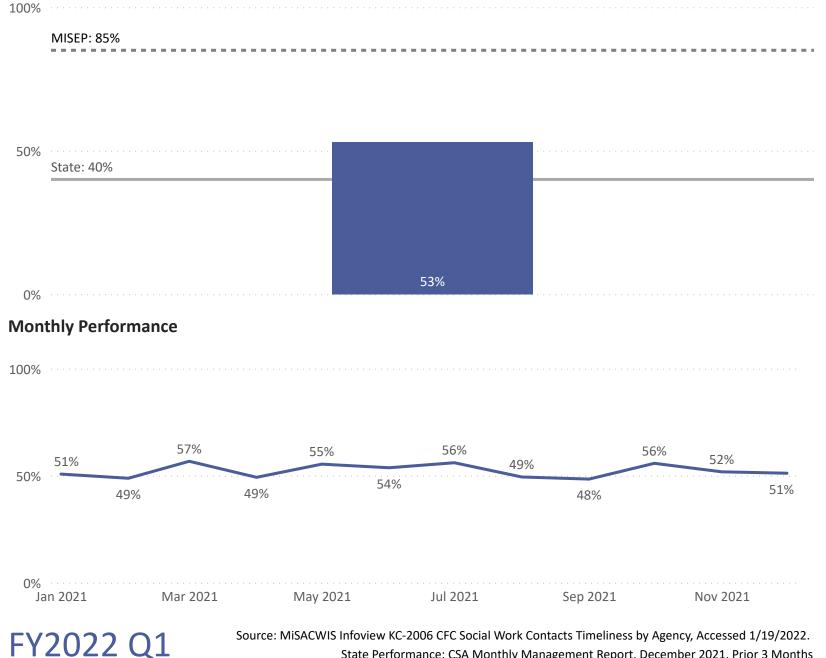
MISEP | Measure Definition: No fewer than 85% of children with a goal of reunification shall have visitation with their parent(s) in accordance with Children's Foster Care Manual (FOM) 722-06I Policy. Parenting time is determined by the age of the youngest child of the sibling group in care at the time of removal. If the youngest child entered care between 0-5 years old, parenting time must occur twice per week. If the youngest sibling entered care at 6 years or older, parenting time must occur weekly.

WMPC Contract Amendment | Measure Definition: At least 65% of children with a goal of reunification shall have visitation with their parent(s) in accordance with the guidelines in FOM 722-06I Policy by the end of FY2022 with annual goals of 55% in FY2020, 59% in FY2021, and 65% in FY2022.

Note: MiSACWIS infoview reports currently do not include contacts occurring via video conference. The below performance is not inclusive of video conferences.

### Quarter 1 Performance

53% (2,871/5,405) of children with a goal of reunification had parent visits in accordance with MISEP and contract amendment requirements. Performance does not meet the target this quarter, but does exceed the State average.



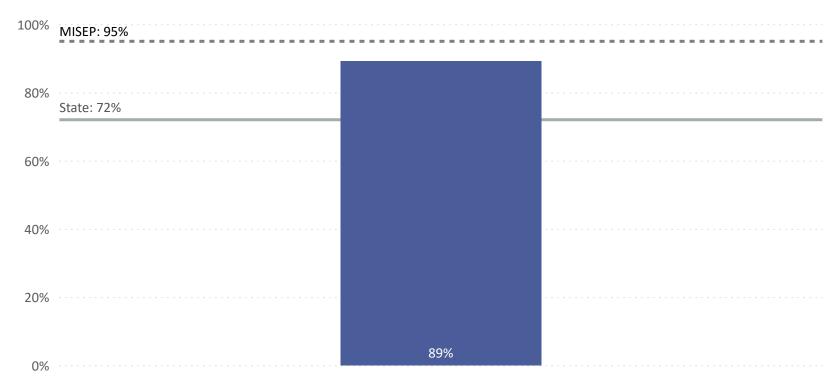


## **Returned Home Children Contacts**

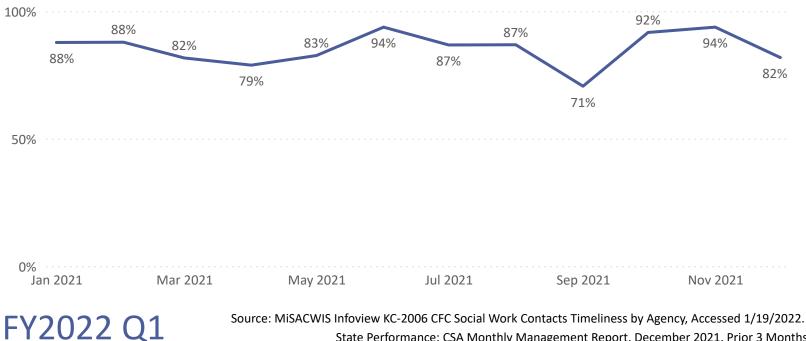
MISEP | Measure Definition: The caseworker must have weekly face-to-face contact in the home with at least 95% of the families (parent/legal guardian and the child) for the first month following reunification or parental placement, with at least one contact each month being a private meeting between the child and the caseworker. Note: MiSACWIS infoview reports currently do not include contacts occurring via video conference. The below performance is not inclusive of video conferences.

### **Quarter 1 Performance**

89% (66/74) of families had caseworker face-to-face contact in accordance with MISEP requirements. Performance does not meet the target this quarter, but does exceed the State average.



### **Monthly Performance**



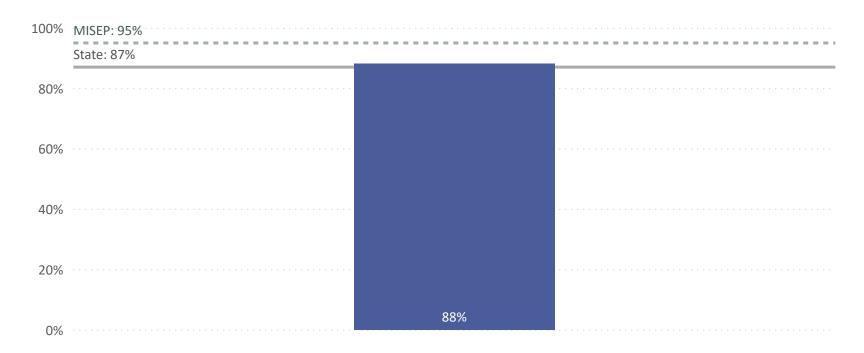


## **Initial Service Plans**

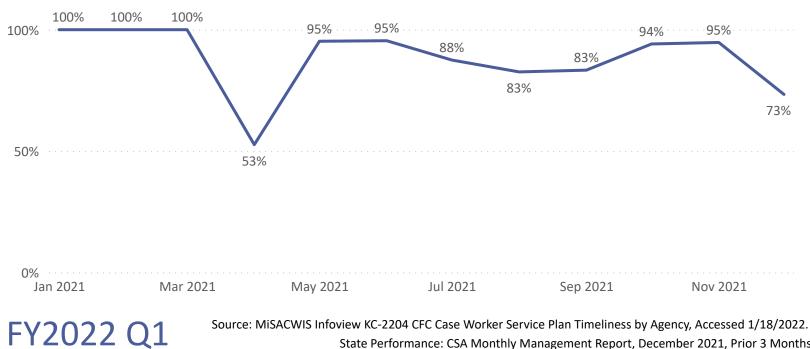
MISEP | Measure Definition: At least 95% of children shall have an initial service plan completed within 30 days of entry into foster care.

### **Quarter 1 Performance**

88% (45/51) of children had an initial service plan completed within 30 days of entry into foster care. This measure does not meet MISEP requirements this quarter, but exceeds the State average.



### **Monthly Performance**





## **Updated Service Plans**

MISEP | Measure Definition: At least 95% of children shall have a service plan updated quarterly.

### **Quarter 1 Performance**

93% (503/539) of children had a service plan updated quarterly. This measure does not meet MISEP requirements this quarter, but exceeds the State average.

							86%				
	9 <del>7%</del> 94%	98%	93%	95%	95%	92%		93%	94%	90%	96%
	hly Performar										
)						93%					
)											
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0% Jan 2021 Mar 2021 May 2021 Jul 2021 Sep 2021 Nov 2021

## FY2022 Q1

Source: MiSACWIS Infoview KC-2204 CFC Case Worker Service Plan Timeliness by Agency, Accessed 1/18/2022. State Performance: CSA Monthly Management Report, December 2021, Prior 3 Months

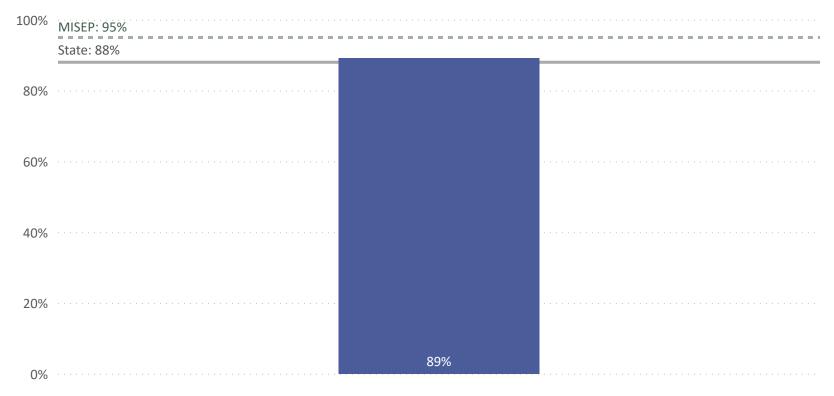


## **Service Plan Approvals**

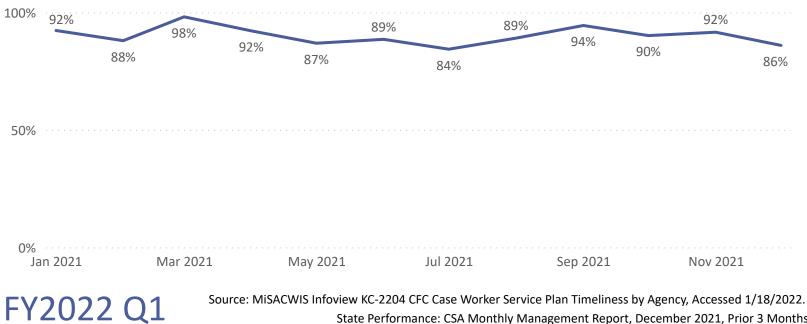
MISEP | Measure Definition: At least 95% of children shall have a case service plan approved within 14 days of case worker submission to the supervisor for review.

### **Quarter 1 Performance**

89% (563/631) of children had service plan approved within 14 days of caseworker submission to supervisor. This measure does not meet MISEP requirements this guarter, but exceeds the State average.



### **Monthly Performance**



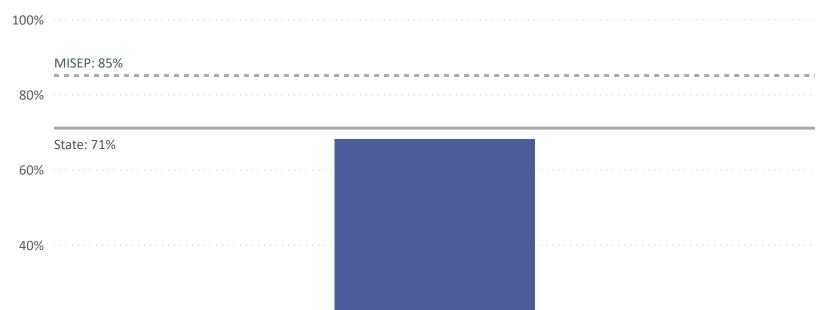


## **Initial Medical Exams**

MISEP | Measure Definition: No fewer than 85% of children will have an initial medical exam within 30 days of removal.

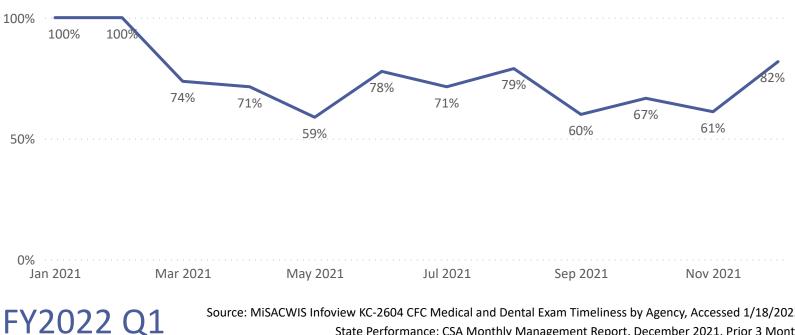
### **Quarter 1 Performance**

68% (32/47) of children had an initial medical exam within 30 days of removal. This measure does not meet MISEP requirements this quarter.





### Monthly Performance



#### Source: MiSACWIS Infoview KC-2604 CFC Medical and Dental Exam Timeliness by Agency, Accessed 1/18/2022. State Performance: CSA Monthly Management Report, December 2021, Prior 3 Months



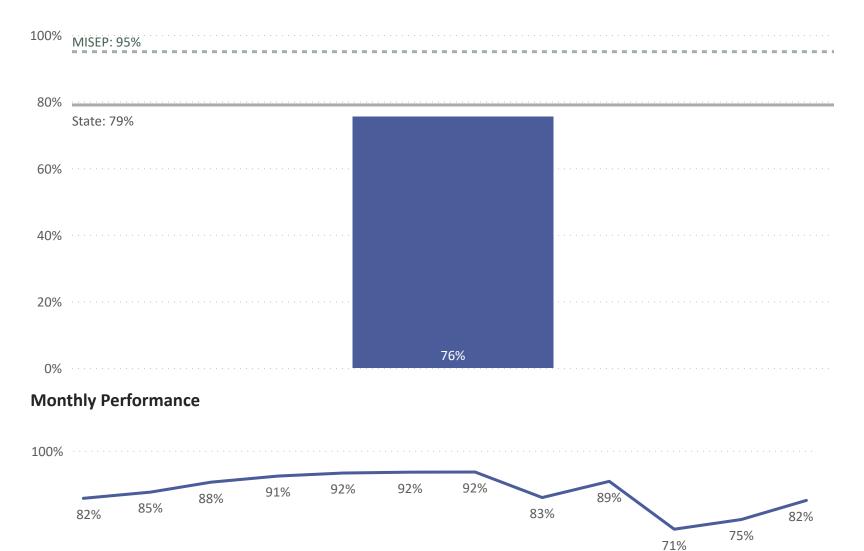
## Periodic Medical Exams

MISEP | Measure Definition: Following an initial medical examination, at least 95% of children shall receive periodic medical examinations and screenings.

### **Quarter 1 Performance**

50%

76% (145/192) of children received a periodic medical exam and screening. This measure does not meet MISEP requirements this quarter.



Source: MiSACWIS Infoview KC-2604 CFC Medical and Dental Exam Timeliness by Agency, Accessed 1/18/2022. State Performance: CSA Monthly Management Report, December 2021, Prior 3 Months

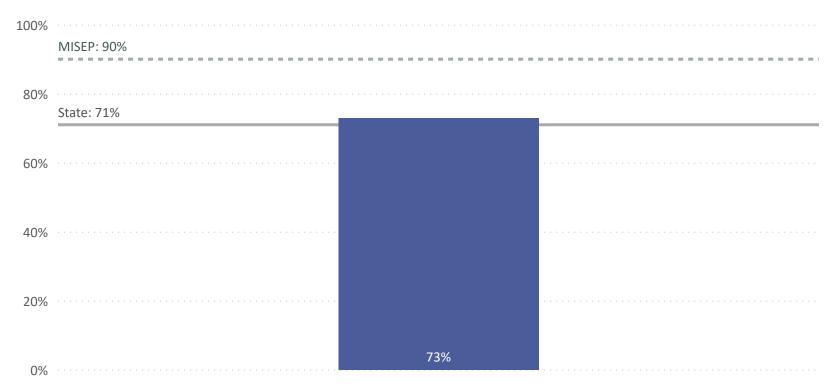


## **Initial Dental Exams**

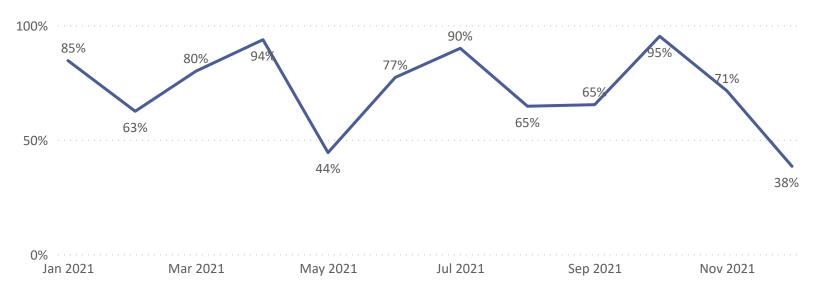
**MISEP | Measure Definition:** No fewer than 90% of children shall have an initial dental examination within 90 days of removal unless the child has had an exam within 6 months prior to placement or the child is less than one years of age.

### **Quarter 1 Performance**

73% (35/48) of children had an initial dental exam as required by MISEP. This measure does not meet MISEP requirements this quarter, but exceeds the State average.



### **Monthly Performance**



FY2022 Q1

Source: MiSACWIS Infoview KC-2604 CFC Medical and Dental Exam Timeliness by Agency, Accessed 1/18/2022. State Performance: CSA Monthly Management Report, December 2021, Prior 3 Months

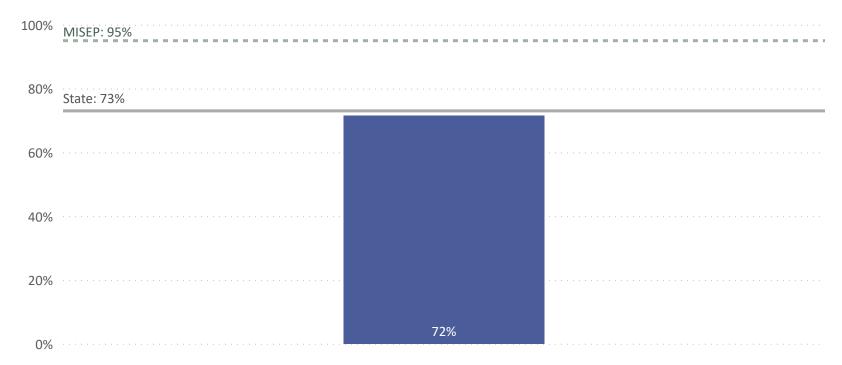


## **Periodic Dental Exams**

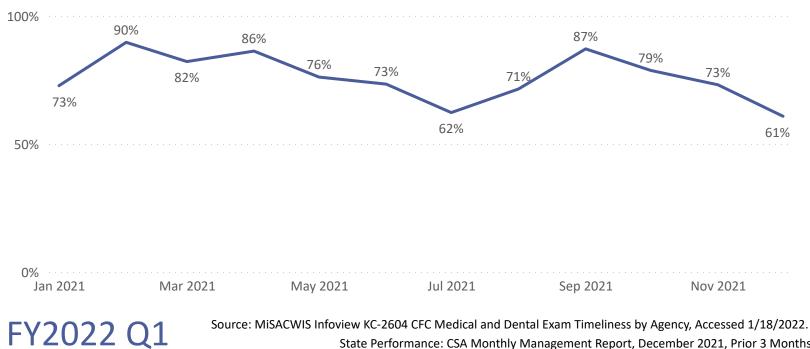
MISEP | Measure Definition: Following an initial medical examination, at least 95% of children shall receive periodic medical examinations and screenings.

### **Quarter 1 Performance**

72% (136/190) of children had an initial dental exam as required by MISEP. This measure does not meet MISEP requirements this quarter.



### **Monthly Performance**





**Adoption Disruptions** 

## **Adoption Disruptions**

MISEP | Measure Definition: Fewer than 5% of placements for adoption shall end in disruption.

### **Quarter 1 Performance**

The network did not have any adoption disruptions in FY2022 Q1.

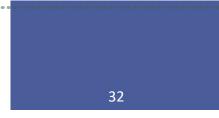
**Adoption Finalizations** 

**MISEP | Measure Definition:** By September 30 of the previous fiscal year, at least 80% of the number of children with a goal of adoption and have legal status of 44, 94, or sometimes 40, who were legally free for adoption on September 30 of the previous fiscal year, shall have adoptions finalized.

### Q1 Performance

The network finalized 32 adoptions in the first quarter, which is 27% of the network's annual goal of 119 and means WMPC is on track to meeting the goal of adoption finalizations by the end of FY2022.

FY Goal: 119





## FY2022 Q1

Source: Children Available for Adoption: Mindshare Active Child List. Accessed 1/18/2022. Finalized Adoptions: KC-3108 Adoption Finalization By Agency October - December 2021, accessed 2/23/2022





## Permanency in 12 months

Federal | Measure Definition: Of all children who enter foster care in a 12-month period, the percentage who are discharged to permanency within 12 months of entering foster care should be at least 42.7%. This percent is the federal standard. Children who are discharged to permanency must not re-enter foster care for the following 12 months to be counted in this measure. Higher is better for this measure. Note: the most recent performance for this measure is September 2020 as children must remain discharged from foster care for 12 months to be counted.

WMPC Contract Amendment | Measure Definition: At least 30% of children shall achieve permanency with 12 months for children entering foster care by the end of FY2022. The FY2022 goal is 30%, which is an 11% increase from FY2021.

### **Current Performance**

23.7% of children achieved permanency in September 2020, which did not meet the federal goal of 42.7% or WMPC contract requirement of 30%. While WMPC has remained below the federal standard and the State's performance, the network experienced an increase in July and August before decreasing again in September.

	'MPC Sta	ate							
50%									
	Federal Sta	andard (higher	is better): 42.7%	6					
40%									
30%	27.70/	28.1%	28.9%	28.8%		28.7%	28.2%	28.3%	
	27.7%	20.170					24.7%	26.8%	27.6%
	20.2%	20.4%	21.5%	22.9%	22.3%	22.7%			23.7%
20%	20.3%	20.4%							
1.00/									
10%									
	an 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020
5	2020	100 2020	10101 2020	7101 2020					
F	(202)	2 Q1			Source: NCAND	S entry cohorts N		- September 2019,	

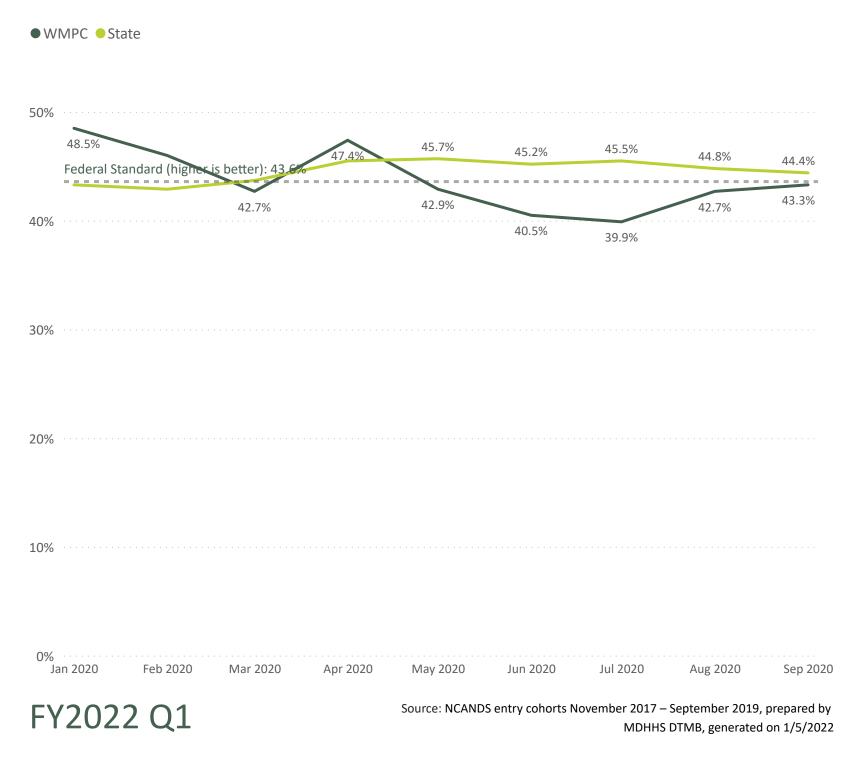


## Permanency in 12 months for children in care 12-23 months

**Federal | Measure Definition:** Of all children in care on the first day of a 12-month period who had been in care between 12 and 23 months, the percentage who are discharged to permanency within 12 months of the first day should be at least 43.6%. This percent is the federal standard. Higher is better for this measure. *Note: the most recent performance for this measure is September 2020 as children must remain discharged from foster care for 12 months to be counted.* 

### **Current Performance**

WMPC is not meeting the federal standard for children in care between 12-23 months achieving permanency in 12 months. The network has been below the state's performance since May, but is trending upwards in August and September. Performance in September 2020's cohort of children was just 0.3% under the federal standard.



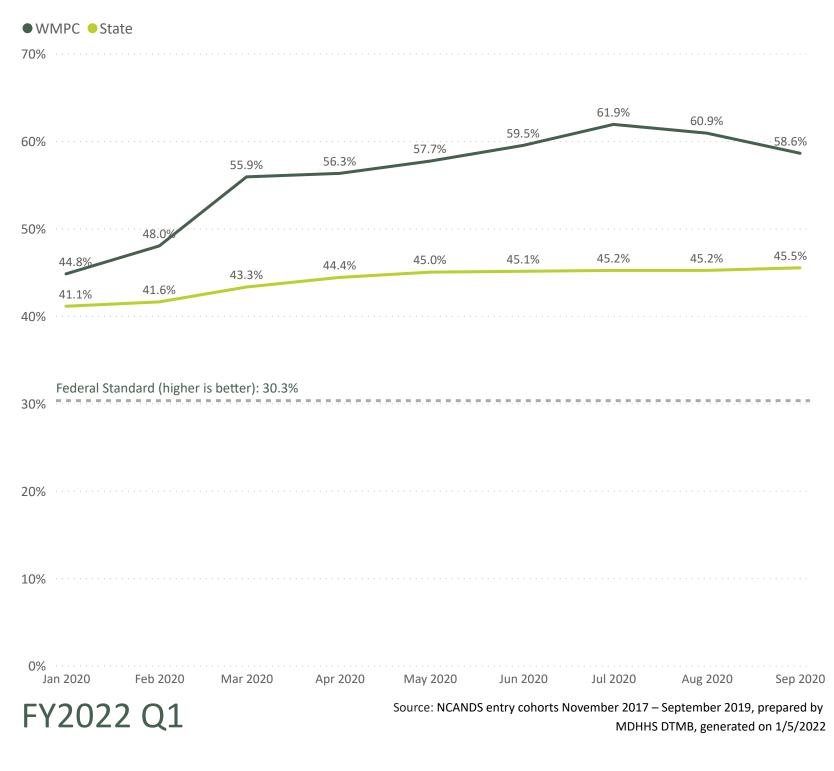


## Permanency in 12 months for children in care 24+ months

**Federal | Measure Definition:** Of all children in foster care on the first day of a 12-month period who had been in foster care for 24 months or more, the percentage who are discharged to permanency within 12 months of the first day should be at least 30.3%. This percent is the federal standard. **Higher is better for this measure.** *Note: the most recent performance for this measure is September 2020 as children must remain discharged from foster care for 12 months to be counted.* 

### **Current Performance**

WMPC continues to outperform the state for this measure, and has nearly doubled the federal standard in the last 6 months, where between 55.9% and 61.9% of all children in care on the first day of a 12-month period who had been in care continuously for 24 months or more, discharged to permanency within 12 months of the first day.





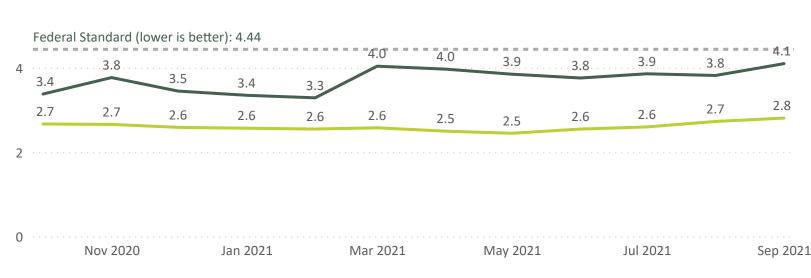
## **Placement Stability**

**Federal | Measure Definition:** Of all children who entered care in a 12-month period, the rate of placement moves per 1,000 days of foster care should be at most 4.44. This rate is the federal standard. **Lower is better for this measure**.

### **Current Performance**

WMPC State

WMPC consistently outperforms the federal standard for this measure and is exceeding the national standard of being below 4.44. However, WMPC's current placement moves of 4.1 per 1,000 days in care is above the State's performance.



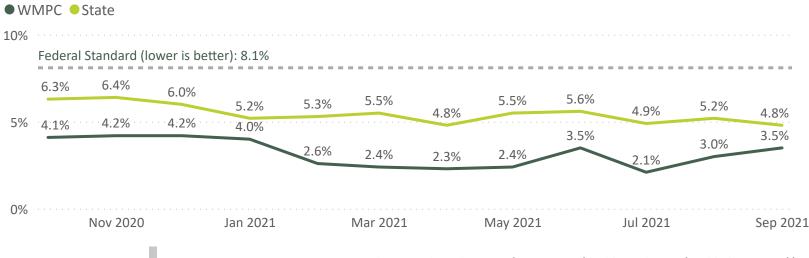
## Re-entry into foster care within 12 months

**Federal | Measure Definition:** Of all children who enter care in a 12- month period, who discharged within 12 months to reunification, living with relative, or guardianship, the percent who re-enter care within 12 months of their discharge should be at most 8.1%. This percent is the federal standard. Lower is better for this measure.

### **Current Performance**

FY2022

WMPC met this measure's goal. The network consistently outperforms the State and the federal standard for this measure, with just 3.5% of children re-entering foster care within 12 months of being discharged from care.



Source: NCANDS entry cohorts November 2017 – September 2019, prepared by MDHHS DTMB, generated on 1/5/2022

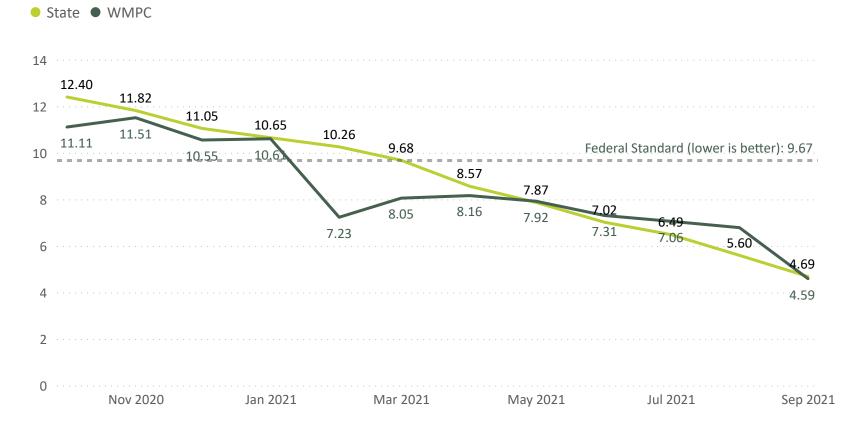


## **Maltreatment In Care**

**Federal | Measure Definition:** Of all children in foster care during a 12-month period, the rate of victimization per 100,000 days of foster care should be at most 9.67. This rate is the federal standard. **Lower is better for this measure.** 

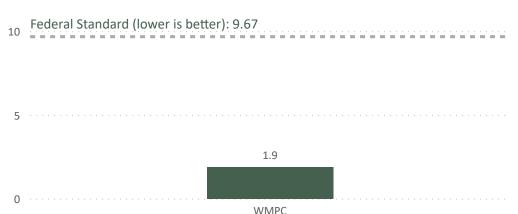
### **Current Performance**

MIC rates have decreased significantly for WMPC and the State, which is an encouraging trend. The WMPC MIC rate plummeted below the federal standard in February 2021 and has remained lower than 9.67 since. The most recent MIC rate of 4.59 per 100,000 days in foster care in September 2021 is well below the federal standard and is the lowest rate in the past 12 months.



## FY22 Q1 Adjusted MIC Rate

WMPC is able to monitor MIC rates each quarter using the number of substantiated investigations and the total number of days children are in care during the quarter. The network had one MIC event in Q1 and is still far below the federal standard of 9.67.



## FY2022 Q1

Source: NCANDS entry cohorts November 2017 – September 2019, prepared by MDHHS DTMB, generated on 1/5/2022; Mindshare MIC By Agency, accessed 1/18/2022



## **Licensed Unrelated Foster Homes**

WMPC Contract | Measure Definition: The WMPC network will license the number of licensed unrelated foster homes required to meet or exceed their benchmark for total number of licensed homes. This measure is determined for each agency by the MDHHS Children's Services Administration's Adoption and Foster Parent Recruitment and Retention (AFPRR) licensing calculator. The WMPC network has a goal of licensing 108 new non-relative foster homes in FY2022. The network should aim to license 25%, or nearly 27 homes in the first quarter to be on track to meet the fiscal year goal.

### **Quarter 1 Performance**

The WMPC Network licensed 5 unrelated foster homes in FY2022 Q1. This is 5% of the fiscal year goal of licensing 108 unrelated homes so the network must increase their performance for the remaining three quarters to reach the annual goal.

### **Licensed Relative Foster Homes**

WMPC Contract | Measure Definition: The number of new relatives successfully completing the licensing process will increase by 10% each fiscal year. The baseline measure was established in FY2019 of 41 licensed relatives. The FY2022 goal is to license 55 relatives. The network should aim to license 25%, or nearly 14 homes in the first quarter to be on track to meet the fiscal year goal. *Note: this does not include relatives in the process of re-evaluations to maintain their foster home license. It only includes new licenses.* 

### **Quarter 1 Performance**

In addition to 5 licensed unrelated foster homes, WMPC agencies licensed 5 new relative licensed foster homes in FY2022 Q1. This is just 9% of the fiscal year goal of licensing 55 relative homes. The network must increase their performance for the remaining three quarters to reach the annual goal.



# FY2022 Q1

Source: Licensed Homes: Kent County AFPRR Licensing Calculator (December); Relative Licenses: Mindshare Agency Homes Table; accessed 1/25/2022.





## **Relative Placements**

WMPC Contract | Measure Definition: The WMPC network will increase the percentage of days children placed in relative care by 6% from FY2021 OR at least 35% of all children served by the WMPC network are in relative care each year. Children spent 40% of their days placed in licensed or unlicensed relative homes in FY2021, so the FY2022 goal is at least 35%.

### **Quarter 1 Performance**

Children in WMPC's care spent 31% of FY2022 Q1's total days in licensed/unlicensed relative homes. This does not meet the contractual measure of 35%.

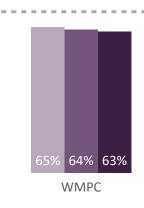
### **In-County Placements**

WMPC Contract | Measure Definition: 72% of placements will occur in Kent County by the end of FY2022. This measure excludes relative placements and AWOL (Absent Without Leave, runaway).

### **Quarter 1 Performance**

WMPC did not meet the contractual requirement of 72% of placements being in Kent County in FY2022 Q1. 63% of the total number of placements in the first quarter were in Kent County. This is a slight decrease from FY2021's percentage of 64%.



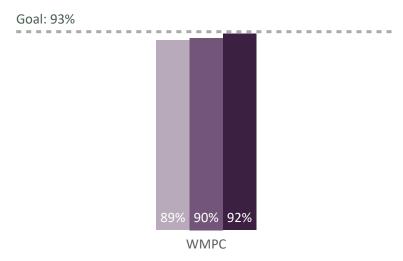


## **Community Placements**

WMPC Contract | Measure Definition: The percentage of days children placed in community-based foster care in the most family-like setting will meet or exceed 94% or should increase by 3% from the previous year. Children spent 90% of their days in community placements in FY2021, so the FY2022 goal is at least 93%.

### **Quarter 1 Performance**

The WMPC network increased their number of days spent in community placements by 2% from FY2021 but have not met the contractual requirement of 93%.



# FY2022 Q1

Sources: Relative Placements: Mindshare Incentive 3 Dashboard, accessed 2/1/2022. In-County Placements: Mindshare Placements Dashboard, accessed 1/18/2022. Community Placements: Mindshare Community Placement Dashboard, accessed 1/25/2022.

#### **FY** ● FY2020 ● FY2021 ● FY2022

Goal: 72%



## **Shelter as First Placement**

**WMPC Contract | Measure Definition:** The WMPC Network will reduce the percentage of children whose first placement is in a shelter each fiscal year. The FY2022 goal is not to exceed 15% of children with shelter as their first placement.

### **Quarter 1 Performance**

The network did not have any children placed in shelter as their first placement in the first quarter of FY2022 and therefore exceeded the goal for this measure. Additionally, zero children were in shelter for the entire quarter.



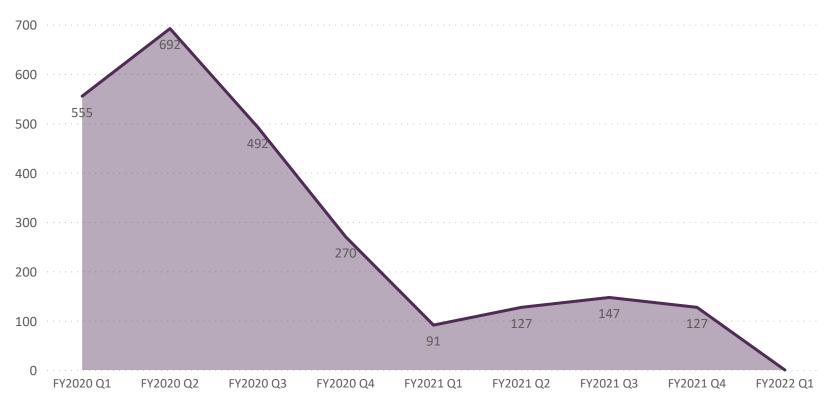
Children in Shelter Placements

## **Total Days in Shelter**

**WMPC Contract | Measure Definition:** The total number of days children placed in emergency shelter will reduce by 16% from FY2019 by the end of FY2022. The FY2020 goal was a 2% reduction from FY2019, or 3,033 days. The FY2021 goal was a 5% reduction from FY2020, or 2,878 days in shelter. The FY2022 goal is a 9% reduction from FY2021, or 2,600 days.

### **Quarter 1 Performance**

In FY21, WMPC children spent 471 days in shelter. This is a 76% reduction from FY2020. In the first quarter of FY2022, children spent zero days in shelter. The WMPC network is on track to be below the target of 2,600 days in care and could also be below last fiscal year's total number of days in shelter.



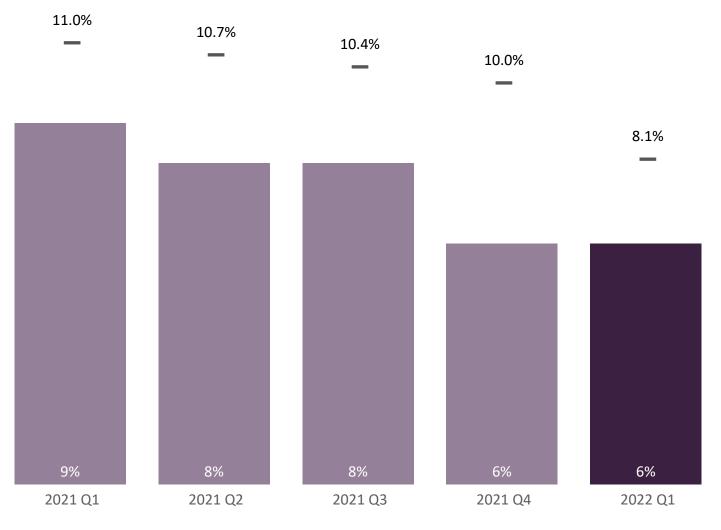


## Percentage of Foster Care Population in Residential Care

**WMPC Contract | Measure Definition:** The WMPC network will decrease the percentage of children in residential placements each quarter. Quarterly targets are calculated by decreasing the previous fiscal year and quarterly performance by 3% of the total foster care population in residential care for each foster care agency in the network. For example, a 3% change for 15% would be 0.45% and would result in a 14.6% quarterly target. Performance below the benchmark is better for this measure as the goal is to decrease the percentage of youth in residential placements each quarter.

### **Quarter 1 Performance**

Six percent of WMPC's foster care population were placed in residential care in FY2022 Q1, which meets the contractual requirement of being below 8.1%. The network consistently met the contractual requirements each quarter last fiscal year.



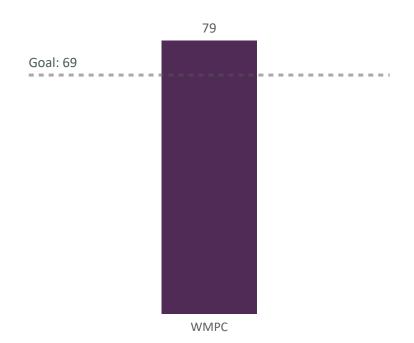


## Average Days in Residential Care

WMPC Contract | Measure Description: The WMPC Network will reduce the average days children spend in residential placements each quarter. Quarterly targets are calculated by decreasing the previous fiscal year and quarterly performance by 3% of the total average days in residential care. For example, a 3% change for 86 average days would be 3 average days and would result in 83 average day quarterly target. The target for FY 2022 Q1 is 69 average days spent in residential placements. Lower or below the benchmark line is better for this measure.

### **Quarter 1 Performance**

The average number of days children are spending in a residential placement is higher than the goal of 79 days and did not meet contractual requirements. The network will need to focus on decreasing the length of stay in facilities to meet the next quarter's goal.



## **Total Days in Residential Placements**

WMPC Contract | Measure Description: The total number of days children placed in residential care will reduce by 24% from FY2019 (24,109 days) by the end of FY2022, with the goal to be at or below 26,753 days at the end of the fiscal year. This includes an incremental a reduction of 8% (22,109 total days) in FY2020, 16% (19,916 total days) in FY2021, and **24% (26,205 total days) in FY2022**.

### **Quarter 1 Performance**

Children spent just 2,753 days in residential placements in the first quarter. Based on this quarter's performance, WMPC is projected to meet the fiscal year target of decreasing by 8% and remaining below 26,205 total days in residential placements for the entire fiscal year. The WMPC network also achieved this goal in FY2021 with a 40% reduction from FY2019.

