



2023

WMPC Network Management Plan

Table of Contents

Network Overview	2
WMPC Vision	2
WMPC Mission	2
Network Organization.....	3
WMPC Values	3
WMPC Advisory Council (WAC).....	4
WMPC Provider Leadership Collaboration (WPLC)	4
Judges Quarterly Management Review.....	4
Director Meetings	4
Network Planning and Access to Network Services	5
Network Services	5
Private Agency Foster Care Providers.....	5
Supplementary Network Services	6
Enhanced Foster Care	7
Utilization Management.....	7
Network Performance & Outcome Measurements	8
Network Provider Application Process	8
Network Contract Monitoring	9
Attachments	9

Network Overview

West Michigan Partnership for Children (WMPC) is the first and only performance-based foster care service delivery model in Michigan with the goal of improving outcomes for children. WMPC was developed by a collaborative of state-wide private and public child welfare providers to improve outcomes for children and families and initially led by the five, private foster care case management agencies in Kent County; Bethany Christian Services, Catholic Charities West Michigan, D.A. Blodgett – St. John’s, Samaritas, and Wellspring Lutheran Services.

WMPC administers foster care for children and families in Kent County, Michigan, in partnership with Bethany Christian Services, Catholic Charities West Michigan, D.A. Blodgett—St. John’s, Samaritas, and Wellspring Lutheran Services, through a contract with the Michigan Department of Health and Human Services.

WMPC and its partners value keeping families together. We aim to safely reunify more children with their families and more quickly by working alongside families to help them address the situations that led to their child’s removal. WMPC prioritizes keeping children with their families and relatives and seeks adoptive homes only when returning a child to their family is not possible.

WMPC Vision

A community of belonging, resiliency, and hope where children and families flourish.

WMPC Mission

Empowering communities to create better futures for children and families through innovation and collaboration.

To accomplish the vision and mission of WMPC, we work collaboratively with Kent County MDHHS and the five subcontracted, private child placing agencies, the Kent County Circuit Court – Family Division, Network 180 (the community mental health provider), and other child welfare system partners towards the goal of improving permanency, safety, and well-being for children in out-of-home care in Kent County.

WMPC has authority for placement of youth in out-of-home care in Kent County, Michigan. In 2023 there are just under 450 youth, ages 0-17, who receive foster care and adoptive services on any given day. WMPC also provides services to these youth’s biological, foster, and adoptive families. WMPC and its child welfare system partners ensure youth have timely permanency and stability in their living situations, preservation of the continuity of family relationships and connections for youth, and increased capacity of families to provide for their youth’s needs.

WMPC receives its funding through a contract with MDHHS. The contract contains federal pass-through dollars from the following grants to support the case rate and administrative rate:

- Promoting Safe and Stable Families, Federal CFDA Number 93.556
- Temporary Assistance for Needy Families (TANF) Cluster, Federal CFDA Number 93.558
- Foster Care – Title IV-E, CFDA Number 93.658
- Social Services Block Grant, Federal CFDA Number 93.667

Key to WMPC's model of private administration of foster care through a network of providers is leveraging a collaborative consortium to adapt quickly to a changing environment and utilize private resources, flexible funding through a capitated allocation payment methodology and performance-based contracts to incentivize positive outcomes for children.

WMPC's philosophy includes "one child, one worker, one agency." We encourage our network partners to have one case manager remain with a youth and their family for the duration of time the youth is in foster care to increase placement stability, permanency, safety, and well-being.

WMPC leadership is responsible for developing and managing this network to achieve desired outcomes for children which is achieved through the following:

- Provides operational oversight to the five private agency foster care (PAFC) partners through the Care Coordination team.
- Maintains a quality assurance system to ensure continuous improvement in client outcomes and system performance through the Performance and Quality Improvement team.
- Collects and manages data to drive quality of subcontractor performance.
- Facilitates new worker orientation for each new PAFC staff, as well as DHHS Child Protective Service staff.
- Develops and implements a training plan for WMPC and partner staff.
- Oversees strategic planning for recruitment and retention of licensed foster parents.
- Manages a network of local community-based service providers as well as statewide residential providers via subcontracts, letters of agreement and independent contractor agreements.
- Manages agency finances and contractual relationships that include but are not limited to reviewing and reconciling provider claims, ensuring prompt payment, and managing all funds.
- Performs community relations, board development and fund development activities.
- Reviews and authorizes the level of care services and other service needs of children and families through the utilization management processes.
- Manages the recruitment, retention, and organization of the WMPC team.

WMPC Leadership Team is comprised of the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Director of Care Coordination and Innovation, Director of Performance and Quality Improvement, Care Coordination Manager, Parent Engagement Manager, and HR consultant. This team oversees the Care Coordination Team, Performance and Quality Improvement team, and the Finance Team. The executive assistant reports to the CEO.

Network Organization

West Michigan Partnership for children subcontracts with five child placing agencies, various residential providers, and services providers for the parents of the children in foster care. Our approach to network development and management is characterized by our values:

WMPC Values

1. **Accountability:** Effective accountability is reciprocal – both WMPC and our partners take ownership of our expectations, rights, and responsibilities and ensure follow through.
2. **Innovation:** WMPC encourages providers to use their expertise in crafting innovative solutions to boldly advance child welfare and achieve better outcomes.

3. Data driven: WMPC and our partners utilize data to initiate change. Contracts define outcomes that we seek to achieve and, when feasible, providers will be rewarded for positive results.
4. Trauma-informed: When making decisions and interacting with others, WMPC looks through the lens of those we serve. Our goal is to build and increase resiliency in our clients and our workforce, as well as WMPC team members.
5. Tireless Collaboration: WMPC engages with our community and partners to cultivate unique strengths and diverse perspectives.
6. Social Justice: WMPC's desire is to build equity through social and racial justice. All data is disaggregated by race and trends are monitored, and decisions are made with an equity mindset.

WMPC subcontracts all child welfare services to include case management, foster care recruitment, retention, licensing, and support, adoption, and independent living as well as traditional intervention and reunification services. WMPC retains sufficient staff and resources to provide effective financial, programmatic, and contractual oversight of our network services.

WMPC understands the need to create a system of services and support to achieve improved outcomes for children and their families requires partnership with all community stakeholders and the provider community.

WMPC currently has the following regularly occurring councils and committees to ensure sustained collaboration and transparency about its operations and outcomes.

WMPC Advisory Council (WAC)

WMPC engages its WAC monthly which is comprised of key leadership from the following: Michigan Department of Health and Human Services (MDHHS) Central Office, MDHHS—Kent County, Public Consulting Group (contracted by the MDHHS to oversee state-wide efforts towards performance-based child welfare), Network 180 (community mental health provider), Kent County Circuit Court Administrator, Court Appointed Special Advocates (CASA), and private foster care case management agencies. The WAC discusses program, policy, and practice updates; challenges to achieving federal Child and Family Services Review (CFSR) outcomes; and new initiatives related to WMPC operations and programming. (This meeting ended in 2021).

WMPC Provider Leadership Collaboration (WPLC)

WMPC Senior Leadership meets monthly with the Senior Leadership of the partner agencies to discuss program, policy, and practice updates; challenges to achieving federal Child and Family Services Review (CFSR) outcomes; and new initiatives related to WMPC operations and programming. (Replaced WAC in 2022).

Judges Quarterly Management Review

WMPC, leadership from partner agencies, and Kent County MDHHS meet quarterly with the Family Division Judges from the Kent County Circuit Court to review data around key performance indicators and CFSR outcomes, identify barriers, and discuss strategies and solutions.

Director Meetings

WMPC's subcontracted foster care case management agency directors and WMPC's program directors meet bi-monthly to discuss policies, processes, service utilization and to problem solve.

Network Planning and Access to Network Services

Annually, WMPC conducts a network-wide review of our current provider network program and services for possible reinvestment or reallocation of funding to better meet the needs of the clients we serve. We do this in conjunction with our agency's long- and short-term strategic planning process based on our mission, values and goals, strengths, and weaknesses of the existing programming, changing needs of our children and families and the availability of funds or changes in legislation. We gather input from stakeholders to determine what services need additional funding to most impact safety, permanency, and well-being.

WMPC is committed to being culturally competent and representative of the ethnicity and race of those we serve. Specific recruitment strategies ensure we have competent and culturally diverse staff who are engaged and representative of the communities we serve. WMPC actively recruits team members with extensive experience and education and who demonstrate cultural and linguistic competence and sensitivity to the population we serve. Similarly, we require our contracted providers to follow the same recruitment guidelines and eliminate or reduce barriers individuals experience when seeking and accessing their services. Many of our network providers offer in-home services, centralized office locations and flexible hours including early morning, evenings, and weekends.

Network Services

Network services are funded through the money WMPC receives through its capitated allocation. WMPC subcontracts with five private, non-profit foster care agencies, all COA accredited, in Kent County and they receive a monthly staffing rate to provide foster care and adoption case management services to the children and families assigned to them.

Private Agency Foster Care Providers

- ❖ Bethany Christian Services
- ❖ Catholic Charities West Michigan
- ❖ D.A. Blodgett-St John's
- ❖ Samaritas
- ❖ Wellspring Lutheran Services

Children are referred to the Child Placing Network (CPN) by Kent County Department of Health and Human Services (DHHS) Child Protective Services (CPS) when it has been determined that removal is necessary from their current caregiver. All Private Agency Foster Care (PAFC) providers in Kent County participate in a conference call in response to each individual placement request, to collaboratively determine the most appropriate placement. The purpose of the CPN is to provide as much lead time as possible to identify the best home for children based on their needs and history. To promote stability for youth in foster care, the CPN aims to select an appropriate placement that allows for a child to remain in one out-of-home placement, with one placing agency.

Placement with relatives or fictive kin is always prioritized and if a child is placed by child protective services, the agency is assigned based on rotation.

Once a child is referred to WMPC, the case is assigned to the PAFC's WMPC Care Coordinator who oversees the case until permanency is achieved through reunification, guardianship, or adoption. PAFC case managers work with each child and family, in collaboration with various service providers, to address the underlying reasons for the family's involvement with the child welfare system including substance abuse,

mental health and domestic violence. In most cases, reunification is the initial goal for the family. A case plan with the parent(s) is initiated and they have twelve months to complete substantial compliance for reunification to occur. If reunification is achieved, six months of post placement supervision will be provided to ensure safety of the children and continued services to maintain stability.

In the cases when the child may not be reunified with the parents, the goal will be Adoption, Guardianship, Permanent Placement with a Fit and Willing Relative, or Another Permanent Planned Living Arrangement (APPLA). In these cases, the care coordinator continues to oversee the case while the PAFC foster care case manager and adoption worker works to seek a permanent home for the child through permanent placement with relatives or non-relatives, adoption, or independent living - youth ages 18-23 with a goal of living on their own with support and guidance.

When adoption is the goal, an Adoption Specialist is assigned to the case to assist with the adoption goal. When a youth has the APPLA goal, the foster care case manager coordinates services focused on life, job and financial skills coaching and training, education support and coordination, and natural support building for youth. If the court closes a youth's case and the youth chooses to remain in foster care, the case is closed with WMPC and transferred to Kent County DHHS.

WMPC has 15-20 contracts with residential service providers at any given time. Services are requested by the foster care case managers and approved by the leadership at the private agencies, or approved by WMPC staff, depending on the approval pathway for each service.

Communication with our providers throughout the Network occurs in a variety of ways. We have a very collaborative approach and meetings occur on a regular basis at each management level with our partners and DHHS, as well as with service providers. Thorough minutes and actions steps are provided for these meetings.

Supplementary Network Services

WMPC contracts with a variety of agencies to provide parent education and supportive visitation, domestic violence and sexual abuse counseling, and reunification services.

Commented [SN1]: @Pamela Martinez can you double check? I think this is good right?

Program Area	Description	Providers
Parent Supportive Services	Supportive Visitation: Provides supervised visitation for children and their families in the parents' home and teaches the Bavolek™ Nurturing Parenting Program.	D.A. Blodgett St.-John's
Parent Supportive Services	Parent Nurturing: Group parent education classes using Bavolek™ Nurturing Parenting Program	Arbor Circle
Parent Supportive Services	Nurturing Fathers: Group parent education classes for fathers using Bavolek™ Nurturing Parenting Program	Arbor Circle
Domestic Violence and Child Sexual Abuse Counseling Services	Domestic Violence Counseling: Counseling for individuals who were/are victims of domestic violence	YWCA
Domestic Violence and Child Sexual Abuse Counseling Services	Men Choosing Alternatives to Violence: Group counseling for men involved in domestic violence with their past or current partner	YWCA

Program Area	Description	Providers
Domestic Violence and Child Sexual Abuse Counseling Services	Individual and Group Sexual Abuse Counseling; Counseling for parents who were victims of sexual assault, and/or parents of children who were sexually abused.	YWCA
Kent Reunification Program	In home counseling and support for families whose children were reunified after being in foster care.	Wellspring Lutheran Services
Parent Evaluation Services and Substance Abuse Assessments	Psychological evaluations, substance abuse evaluations	Family Outreach Center, Human Resource Associates

In addition to services funded by WMPC, children and families are provided services through their health plans as well as Network180, (Kent County's community mental health). The PAFC providers work with clients to ensure they are aware of all services provided to them. Clients can choose a provider that they feel comfortable with, speak their language, is close to their home or work and can effectively accommodate their expressed needs or concerns.

Enhanced Foster Care

WMPC implemented Enhanced Foster Care (EFC) services in early 2018. It is WMPC's philosophy that it is in a child's best interest to have their needs met in a family-like setting whenever possible. EFC is a family-based service that provides individualized treatment for children in general foster care who are present with intensive behavioral or emotional needs. EFC incorporates training and support for families to implement important aspects of treatment in the context of family and community life. Intensive case management services and concentrated clinical support are provided, in addition to the general foster care staff assigned to the case. These services are intended to be child-specific so that they can be focused on effectively addressing the identified emotional and behavioral concerns for that child. EFC is a specialized service targeted for a sub-set of children in foster care who are at risk of placement instability or placement in an institutional setting. EFC is considered, when possible, to stabilize current foster youth, divert youth from being placed out of the community, and to deliberately return youth from institutional care back into the community.

Utilization Management

WMPC Utilization Management (UM) ensures all services provided to children and families involved with the Network are appropriate and effective. Our goal is to provide consultation and oversight to ensure the resources allocated are being utilized in the most cost effective yet efficient manner available. Our Care Coordination Team determines and approves levels of care and services for children placed in licensed out of home care settings based on their history, family assessment, recent behaviors, and any evaluations completed before coming into care. Placement status is maintained through MISACWIS and is monitored through dashboards within MindShare.

WMPC believes that strong communication and collaboration with all network and community partners and stakeholders is the major component in managing an effective Network and providing each child and family the services they need to stabilize and find permanency.

WMPC Care Coordinators and Performance and Quality Improvement Coordinators are each assigned agencies and spend at least one day a week onsite. This consistent presence encourages and promotes an ongoing means for communicating, collaborating, and addressing issues. As a result, we can identify conflicts and problems quickly and develop family and child-specific strategies to solve issues as they arise.

WMPC Clinical and Utilization Analyst (CUA) works with each PAFC agency. They are responsible for the day-to-day operations of comprehensive utilization management within the WMPC network and monitoring clinical programs that support WMPC goals. CUA develops, tracks, analyzes, and reports on performance for clinical services.

Regular meetings with partner agencies' leadership staff and other stakeholders includes a review of key performance indicators and outcomes, implementing new initiatives and discussing any issues or concerns.

Network Performance & Outcome Measurements

Our approach to system quality improvement and accountability supports and enhances the ability of our partners to achieve consistent quality outcomes. In partnership with DHHS, we have recognized the importance of compliance with various federal and state measures and have created a culture that values accountability as well as quality of service. We accomplish this using a data-focused approach to quality assurance, the communication of performance expectations, and the utilization of contractual performance measures and incentives.

Automation is utilized whenever possible, and performance data from MDHHS MiSACWIS system and MindShare is regularly shared with our contracted providers through access to the dashboards as well as weekly and monthly data reports. This allows WMPC and partner agency staff to be responsive to areas that require attention while simultaneously identifying strategies that result in improved outcomes. As a result, we are readily able to integrate performance expectations into our Quality Assurance and Improvement Process and guide performance improvement efforts across the Network.

Network Provider Application Process

As the Network Manager, WMPC is responsible and accountable for recruiting and selecting qualified providers for our network. The goal is to coordinate a network of agencies and individual providers to meet the needs of our children and their families through a comprehensive range of effective services that strengthen and stabilize families, maintain children in their communities, and lead to permanency, safety, and child well-being.

WMPC provides foster care, adoption, and foster home licensing services with Network provider agencies individuals with appropriate licensure and credentials. WMPC has procedures for recruiting and developing contracts. In making such selections, WMPC is motivated by a philosophy of fair, practical, open, and free competition to meet the best interests of the network and the clients to be served. The Council on Accreditation (COA) standards will be used by WMPC as the benchmark for quality in provider agencies, though comparable standards of other national accrediting bodies will be accepted.

Our provider application process includes a formal written application describing the services provided by the agency along with required supplemental documentation including, but not limited to, state licenses, certifications, insurance coverage and accreditation (See Attachment A). The application process emphasizes our agency's mission, values, and goals. In addition, it includes the reasons for approving or not approving applications, appealing application decisions, and terminating a contract.

Members of the WMPC Senior Leadership Team review all applications for completeness and verify all supporting documentation (i.e., copy of current license(s) and accreditation(s), certification(s), copy of proof of insurance. Background screens are required for all direct service providers and child abuse and neglect registry checks are conducted prior to application approval. In addition, there are several certifications required with the application including affidavit of good moral character, conflict of interest, and debarment. WMPC will notify the provider if their application has been approved or denied via formal letter sent by email. The provider appeal process is included in the application packet.

To be re-credentialed as a network provider, providers are required to submit verification of any pertinent changes in the information attested to in the application or in the executed contract document. When deciding about re-credentialing, the Senior Leadership Team may consider utilization information, reviews of monitoring or site visits, reviews of client complaints or grievances, satisfaction data, and performance reports.

Network Contract Monitoring

WMPC has developed detailed contract monitoring policies, procedures and tools that guide our monitoring process. WMPC applies pre-established criteria to all contracts and providers using a Risk Assessment Matrix which determines the frequency of contract monitoring appropriate for each contract and provider. The matrix criteria include, but is not limited to, the value of the contract, number of children served by the contract, type of services provided through the contract, change in management, prior monitoring performance or corrective actions, and any critical or safety issues identified during the past 12 months.

To maximize WMPC's resources and minimize disruption to the provider, WMPC's overall contract monitoring will integrate administrative and programmatic quality elements to the greatest extent possible.

Administrative and fiscal monitoring of subcontracted providers assures necessary administrative, personnel, and contractual compliance for service provision. WMPC uses a variety of tools, checklists, desk reviews and site visits to monitor subcontract compliance and includes reviewing personnel and case files, policies and procedures, facility inspections, insurance documents, financial reports, and audits. Monitoring visits are performed jointly with our finance and quality staff, whenever possible.

Performance monitoring of subcontracted providers occurs throughout the year by several mechanisms including analysis of outcome and performance data (ongoing), monthly invoices, quarterly cost report reviews, quality of practice monitoring, performance improvement plans, customer satisfaction surveys, and complaint monitoring and investigation. If the provider's corrective action plan does not improve performance, appropriate action will be taken to invoke financial penalties or terminate providers.

Our PAFC and residential partners are all licensed by Michigan's Department of Child Welfare Licensing, and these reports and corrective action plans are reviewed during the annual audits. WMPC requires detailed performance improvement plans to correct noncompliances and/or when performance benchmarks aren't reached. The Performance and Quality Improvement Coordinators review performance improvement plans to verify evidence of implementation and effectiveness of corrective actions.

All PAFC subcontractors are COA accredited and need to be in good standing with COA.

Attachments

A Provider Application