State of Michigan

Child and Family Services Plan

2010-2014

2014 Annual Progress and Services Report
June 2014
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*The DHS response to the 2013 Citizen Review Panel Combined Annual Report will be submitted when it is completed later in 2014.
INTRODUCTION

The Michigan Department of Human Services (DHS) is the agency recognized by the U.S. Department of Health and Human Services, Children’s Bureau as responsible for administering federal child welfare programs under Titles IV-B, IV-E and XX of the Social Security Act. The state’s child welfare program is state-supervised and administered. DHS is committed to ensuring that children and youth served by our public systems are safe and have permanent and stable family lives, and that children and families have improved quality of life.

The DHS Children’s Services Administration is responsible for planning, directing and coordinating statewide child welfare programs, including services provided by DHS offices and private agencies. Michigan has 83 counties served by 78 local offices. Five counties are designated by DHS as “urban” -- Wayne, Oakland, Macomb, Kent and Genesee counties. These counties have their own child welfare directors.

DHS assessed internal operations in 2012 to identify ways to improve management of core responsibilities and established business service centers to remove operational tasks from local directors and allow greater focus on service delivery. Children’s services offices remain distinct and the county-level administrators of children’s services in each of the designated counties report to the director of the Children’s Services Administration.

DHS Vision
Compassion. Protection. Independence.

DHS Mission
Improving the quality of life in Michigan by providing services to vulnerable children and adults that strengthen the community and enable families and individuals to move toward independence.

Child Welfare Vision
DHS will lead Michigan in supporting our children, youth and families to reach their full potential.

Child Welfare Mission
Child welfare professionals will demonstrate an unwavering commitment to engage and partner with families we serve to ensure safety, permanency and well-being.

Guiding Principles
The vision and mission are achieved through the following guiding principles:

- Safety is the first priority of the child welfare system.
- Families, children, youth and caregivers will be treated with dignity and respect while having a voice in decisions that affect them.
• The ideal place for children is with their families; therefore, we will ensure children remain in their own homes whenever safely possible.
• When placement away from the family is necessary, children will be placed in the most family-like setting and be placed with siblings whenever possible.
• Permanent connections with siblings and caring and supportive adults will be preserved and encouraged.
• Children will be reunited with their families and siblings as soon as safely possible.
• Community stakeholders and tribes will be actively engaged to protect children and support families.
• Services will be tailored to families and children to meet their unique needs.
• Child welfare professionals will be supported through ongoing development and mentoring to promote success and retention.
• Leadership will be demonstrated within all levels of the child welfare system.
• Decision making will be outcome-based, research-driven and continuously evaluated for improvement.

Child welfare professionals will implement these guiding principles by modeling teaming, engagement, assessment and mentoring skills.

Child Welfare Demographics and Caseloads
In fiscal year 2013\(^1\), there were 148,392 Children’s Protective Services (CPS) complaints.
  • Of these, DHS assigned 87,551 for investigation (59 percent).
  • There were 22,763 confirmed CPS cases (26 percent of cases investigated).
• As of March 31, 2013, DHS was responsible for the care and supervision of 13,063 foster children, including those supervised by private agencies under contract with DHS.
• DHS contracts with 88 private agencies that provide foster care services and 64 that provide adoption services. Twelve agencies are contracted to provide supervised independent living services. Many of these agencies provide multiple services.

In Michigan as of March 31, 2013:
• Twenty percent (2,606) of children in foster care lived in Wayne County.
• Forty-eight percent (6,241) of foster children were in the six urban counties.
• Sixty-eight percent (8,903) were in fourteen largest counties.
• Thirty-two percent (4,160) were in the remainder of the state.

As of September 30, 2013, of the 737 juvenile justice youth under DHS supervision, 571 were male and 166 were female. Less than half of the youth (39 percent) were in community-based placements, foster homes or independent living. Of the youth in residential treatment, 77

\(^1\) Unless otherwise noted, activities for a specific year refer to the fiscal rather than the calendar year; e.g., activities in 2013 include those from October 1, 2012 through September 30, 2013.
percent were in privately operated institutions and 23 percent were in publicly operated training schools.

Source: DHS Data Unit and Juvenile Justice Online Technology demographic reports.

CHILD WELFARE REFORM

DHS continues significant reform efforts under the settlement agreement DHS entered into with Children’s Rights, Inc. following the Dwayne B. v. Granholm, et. al. lawsuit. The settlement agreement was modified in 2011. The modified settlement agreement builds on reform efforts already underway and provides a foundation for improving the safety, well-being and permanence for children while providing stronger support for their caregivers. It allows DHS to focus on improved case practice.

POPULATIONS AT THE GREATEST RISK OF MALTREATMENT

In 2013, the population identified at greatest risk of maltreatment was children age 3 or younger living with their biological parents, constituting 37 percent of total child victims (12,400 of 33,970 total victims). This data was captured through the Services Worker Support System (SWSS) data system. Other factors included in identifying this group of children include their increased vulnerability due to their age, and stressors on parents because of the children’s dependent status. Four areas of policy that focus on this population are:

- Multiple Complaint policy.
- Safe Sleep policy.
- Birth Match policy.
- Early On policy and service provision.

Multiple Complaint Policy
The multiple complaint policy requires that whenever DHS’ Centralized Intake for Abuse and Neglect receives a third complaint in a home with a child under 3, a preliminary investigation must be completed to assess the likelihood of maltreatment. This ensures that repeat abuse and neglect complaints on the youngest children are not screened out, but at a minimum, undergo investigation to determine risk to the children and their service needs. This leads to provision of necessary services to improve safety.

Safe Sleep Policy
The Safe Sleep policy requires that workers include in their assessments of children under 1 year the factors that place a child at risk of suffocation in his or her sleep environment. In 2012, policy and practice were enhanced to include the following:
• Assisting families to obtain a crib or pack-and-play to prevent the need for co-sleeping with caregivers or others.
• Creation of a media campaign and video instruction featuring parents who have lost a child due to an unsafe sleep environment.
• Collaboration with local and statewide community providers to publicize the importance of safe sleep and what can be done to decrease the number of child deaths.

Birth Match System
This screening system identifies when a parent who previously lost rights to a child or committed an egregious act of abuse or neglect has given birth to a new baby in Michigan. This service includes automatic case assignment that requires workers to make immediate contact to assess the safety and well-being of the infant and evaluate the risk of maltreatment. Each year this system identifies nearly 1,000 matches, leading to investigation and services for many children at high risk of maltreatment.

Early On
All child victims ages birth to 36 months in substantiated cases of categories I or II are referred to a Part C-funded early intervention service, known in Michigan as Early On. Early On assists families with infants and toddlers from birth to 36 months that display developmental delays or have a diagnosed disability. DHS continues to focus on enhancing developmental information provided by CPS workers about Early On to ensure appropriate services are obtained for the child. In 2013, DHS referred 5,701 children to Early On. Of these:
• The number of drug-exposed infants was 1,854 (33 percent).
• The number of infants less than 1 year old at referral was 2,904 (51 percent).

In 2014, DHS will focus on the following projects related to Early On:
• Establish an alternate referral method for the statewide conversion to the Michigan Statewide Automated Child Welfare Information System (MiSACWIS).
• Provide online training on the use of the new referral process.
• Establish an internal web-site for caseworkers to learn more about Early On and Child Abuse Prevention and Treatment Act requirements and receive training and updates.
• Continue to work with Early On partners to remain abreast of policy changes.
• Develop a new brochure for DHS workers to give to clients referred to Early On.
• Update policy for referral to Early On.
• Establish a joint agency protocol.
• Establish an external web-site for interested families or DHS participating clients interested in Early On or those referred by a worker.
• Continue to identify programs within DHS that will benefit from working with Early On.
CPS Staffing Allocations and Ratios; Qualifications and Training Requirements

**Goal:** DHS will improve the skills, qualifications and availability of staff and supervisors who provide services to children and families.

**Status:** For 2014, there are 1,421 CPS workers allocated. There are 52 CPS Maltreatment in Care specialists (17 regional workers and 35 workers in designated counties).

The following 2012 CPS staffing ratios are defined by the modified settlement agreement:
- Ongoing: 17:1.
- Assigned/Investigation: 12:1.
- CPS worker to supervisor: 5:1.

CPS workers must possess a bachelor's or master's degree with a major in one of the following:
- Social work.
- Sociology.
- Psychology.
- Family ecology.
- Consumer/community services.
- Family studies.
- Family and/or child development.
- Guidance/school counseling.
- Counseling psychology.
- Criminal justice.
- Human Services
- Family Life Education

CPS workers must successfully complete a nine-week pre-service training and a minimum of 270 hours of competency-based classroom and field training. The employee is required to pass a competency-based performance evaluation, including a written examination. Additionally, the employee must complete a minimum number of hours of in-service training each year.

The CPS supervisory training was updated and is now a competency-based 40-hour curriculum required for all child welfare supervisors hired after April 1, 2009 and current supervisors who have not previously had supervisory training. At the conclusion of the training, the supervisor must pass a competency-based evaluation. DHS will continue to provide program-specific training for supervisors in the monitoring of staff performance, policy and case reading.

DHS has collaborative relationships with the seven Michigan universities with professional social work programs to ensure an adequate field of qualified applicants is trained and educated in child welfare. The universities and DHS collaboratively developed curricula to ensure graduates are well-versed in the skills and knowledge necessary to manage caseloads.
In 2012, DHS continued to expand its child welfare workforce substantially through recruitment events at the universities to develop interest and screen candidates. The events yielded staff that is helping DHS meet its caseload reduction goals. In addition, DHS regularly posts open positions on its public and civil service web-sites and through county Michigan Works! (unemployment) offices. In Michigan:

- DHS child welfare positions offered may be permanent or limited-term, depending on the needs of the local offices.
- Salaries for DHS child welfare specialists range from $18.72 to $30.78 per hour depending on the level of experience.
- DHS’ annual retention rate for children’s services workers is 94.6 percent.

The following information on DHS and private agency staff training is included in the Office of Workforce Development and Training section of this report:

- Training provided to new and transferring workers to ensure competencies are met by caseworkers, supervisors, managers and administrators.
- How ongoing training is selected and delivered.
- In-service training to assist DHS and private agency staffs to stay abreast of current trends in child welfare.

**Evaluation of Training Effectiveness and Skill Development**

DHS is evaluating the effectiveness of child welfare training through the following techniques:

- Level one evaluations measure the immediate impressions of trainees and whether they feel confident about the information they learned. DHS moved to an online format for collecting this information for most training, which has improved the ability to summarize and share results. All training is currently evaluated at level one.
- Level two evaluation measures learning. Trainees complete online competency-based exams after the pre-service institute and new supervisory training.
- Level three evaluation measures transfer of skills/knowledge to job performance. This is conducted through online surveys of trainees’ supervisors after the trainees have returned to work for at least six months. Level three evaluations are conducted on pre-service institute and new supervisory training.

DHS is committed to providing culturally sensitive casework services to all families. Efforts to improve culturally sensitive practice and address racial disproportionality issues are described in the Race Equity section of this report.

For more information on the degrees, certifications and experience required for child welfare caseworkers and current worker allocations by county, please see the Child Abuse Prevention and Treatment Act (CAPTA) 2013 Update.

- Services Specialist Job Specification – CAPTA Attachment A.
- 2013 Family and Children’s Services Worker Allocations – CAPTA Attachment B.
MODIFIED SETTLEMENT AGREEMENT

Since 2006, DHS has undertaken an effort to overhaul Michigan's child welfare system. In 2011, a modified settlement agreement was approved by the U.S. District Court. The agreement with Children's Rights builds on reform focused on the improvement of safety, permanency and well-being of children served by Michigan's child welfare system. DHS committed to maintaining a system aligned with the requirements of federal and state statutes and policies.

Michigan's progress in complying with the modified settlement agreement continues to be overseen by court-appointed monitors. Since renegotiation of the agreement, the Children's Services Administration has aggressively worked on several fronts including:

- Successful implementation of a centralized intake system for reports of child and adult abuse and neglect in March 2012.
- Successful implementation of a statewide automated child welfare information system, MiSACWIS in April, 2014.
- Implementation of MiTEAM, a case practice model that aligns with the agency's mission, values and principles and incorporates the skills of Teaming, Engagement, Assessment and Mentoring in serving families in the child welfare system.
- Establishing a Continuous Quality Improvement Division that evaluates child welfare practice to improve service delivery.
- Implementation of the voluntary extension of foster care to age 21 in April 2012.
- Achievement of the adoption finalization goals set by the modified settlement agreement and receipt of an adoption incentive grant for exceeding the targeted number of adoptions.
- Achievement of the juvenile guardianship finalization goals set by the modified settlement agreement.
- Significant improvement of worker caseload and supervisory ratios.
- The continued accomplishment of workers completing initial training within required timeframes and in-service training as required.
- Implementation of a new consolidated foster home monitoring process, combining licensing and contract evaluations into a single inspection model.
- Development of an array of placement resources.

CASELOAD REDUCTION

Manageable caseloads are central to good social work practice. Caseloads have been reduced through extensive hiring and redistribution. DHS also collaborated with private providers to create funding mechanisms that allow agencies to bring their foster care and adoption worker caseloads in line with the reduced staffing ratios.
**Goal:** DHS will continue to work toward achieving worker/caseload goals.

**Status:** Caseload ratios as of December 2013:
- CPS investigation: 90.8 percent of CPS investigation workers had caseloads in compliance with the 12:1 goal.
- CPS ongoing: 90.9 percent of CPS ongoing workers had caseloads in compliance with the 17:1 goal.
- Foster care: 92.2 percent of direct foster care workers had caseloads in compliance with the 15:1 goal.

DHS will continue to monitor the caseloads of its local offices and private agencies.

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**RACE EQUITY**

To address the over-representation of children of color in the child welfare system, DHS is committed to maintaining children safely in their homes. When children must be removed, they should be placed in an environment that supports their physical, emotional and cultural needs. Michigan utilized the recommendations of the Michigan Disproportionality Report on Race Issues (2006) as a basis for ongoing efforts.

**Recommendation:** Review the impact of all policies, programs and procedures on families and children of color.

**Status:** The Michigan Coalition for Race Equity in Child Welfare and Juvenile Justice was created to examine previous Michigan reports as well as the underlying causes of racial and ethnic disproportionality in Michigan's child welfare and juvenile justice systems. The coalition is co-chaired by a Michigan Supreme Court justice and a former legislator. The coalition met quarterly through January 2014 to engage in sustainability planning.

As of February 2014, the Race Equity Coalition is in the action planning phase of the project. During this phase, the coalition is finalizing the action plan to implement the recommendations, planning a policy forum to engage stakeholders and share recommendations and, laying the groundwork for an advisory council. Currently, the Race Equity Coalition is exploring potential funding opportunities to provide statewide racial and cultural training for all child welfare staff, with the potential for it to be offered to the courts, law enforcement and other groups.

**Recommendation:** Build community support for reducing disproportionality through collaboration with the court.

**Status:**
- The 2013 Child Welfare Disproportionality Data Book was completed in March 2013. The Data Book contains data for the years 2010-2013, identifying decision points where minorities are represented disproportionately.
The State Court Administrative Office held full committee meetings for the Michigan Coalition for Race Equity in October and November 2013. These meetings were attended by judges, lawyers, DHS executives and local management, CPS and foster care staff, private agency staff, law enforcement, representatives from the Office of the Children’s Ombudsman, the State Bar of Michigan and the Department of Community Health and other stakeholders to review data, discuss barriers and create solutions.

The State Court Administrative Office convened coalition meetings in October and November 2013 to review the work group recommendations and vote on the recommendations that are the basis for the Race Equity Coalition Action Plan.

The State Court Administrative Office continues to participate in the DHS Tribal-State Partnership that meets quarterly. The director of Native American Affairs participates on the Court Improvement Program and the Tribal Court Relations subcommittee.

- The Tribal Court Relations group is developing a Guardianship of Indian Children pamphlet and an Indian Child Welfare Act Court Resource Guide to assist caseworkers in following the requirements.
- The State Court Administrative Office and the Office of Native American Affairs continue to collaborate to deliver training in Indian Child Welfare and the Michigan Indian Family Preservation Act. The groups developed a webcast on Native American Affairs services and policies in August 2013. A workshop on best practices was held in April 2014 as well as a workshop on cultural competency.
- A multi-disciplinary follow-up training on the Michigan Indian Family Preservation Act is planned for September 25, 2014.

**Recommendation: Ensure culturally proficient practice in state policy and procedures.**
**Status:** A child welfare equity analyst is responsible for researching, interpreting and analyzing legislative and program policy issues to identify best practices for reducing the number of children entering the child welfare system.

**Recommendation: Address families’ basic needs and focus resources on the most vulnerable.**
**Status:** DHS developed training on poverty that is incorporated into pre-service and in-service training by the Office of Workforce Development and Training. This training:

- Gives trainees an understanding of how poverty and neglect differ.
- Explores the difference between generational and situational poverty.
- Provides helpful tools for determining the best services for families.

**Recommendation: Engage families as partners.**
**Status:** Ongoing.

- DHS ensures that children in relative placements experience the same level of safety and receive a full array of services and financial support compared with children placed in foster homes. DHS continues to offer the Guardianship Assistance Program and Family Incentive Grant funding that provide assistance for children’s placement when reunification or adoption are not options.
DHS continues to engage parents in the planning process. The case practice model, MiTEAM, focuses on competencies of Teaming, Engagement, Assessment and Mentoring to improve outcomes. All counties and private agencies implemented MiTEAM in 2012.

Saginaw County is the pilot site working with the Michigan Supreme Court and the Casey Foundation at the state level to develop interventions that ensure every child and family receives equal and fair treatment. Employees are required to participate in the California Brief Multicultural Competency three-day training. The training increases awareness of the factors that affect diverse groups.

Recommendation: Ensure state and local partnership and accountability.

Status: The State Court Administrative Office received funding from Casey Family Programs to address racial over-representation in Michigan’s child welfare system and to initiate a pilot program in Saginaw. The Michigan Committee on Juvenile Justice awarded funding to Saginaw County for a demonstration project to address disproportionate minority representation in the juvenile justice and child welfare systems.

CHILD AND FAMILY SERVICES REVIEW PROGRAM IMPROVEMENT PLAN

From 2011 through 2013, the Division of Continuous Quality Improvement utilized the modified Child and Family Services Review protocol and interviews with caseworkers to gather data to track progress on the Program Improvement Plan. Foster care and CPS in-home cases were selected from stratified samples from the largest 14 counties. The reviews included reading 150 cases, 113 from the largest 13 counties and 37 from Wayne County over the period from December 1, 2011 through May 31, 2013. The cases reviewed included 60 CPS in-home cases and 90 foster care cases, including DHS and private agency supervised cases. Michigan met the agreed upon goals prior to the end of the quarter eight. Michigan achieved the following National Standard Items:

- Absence of Maltreatment Recurrence.
- Permanency Composite One: Timeliness and Permanency of Reunification.
- Permanency Composite Two: Timeliness of Adoptions.
- Permanency Composite Three: Permanency for Children and Youth in Foster Care for Long Periods of Time.
- Permanency Composite Four: Placement Stability.

The remaining National Standard Item being addressed is the Absence of Child Abuse and/or Neglect in Foster Care (12 months) with a goal of 99.39 percent.

The Program Improvement Plan was implemented from June 1, 2011 through May 31, 2013. Michigan’s plan utilized four strategies in which the benchmarks and action steps for the safety,
permanence and well-being outcomes and four systemic factors (Statewide Information System, Case Review, Quality Assurance and Service Array) were completed.

**Primary Strategy I:** DHS will improve safety and risk assessment in policies and practices through the continuum of child welfare services with a particular focus on CPS.
- In 2012, DHS implemented recommendations on safety planning and assessment.
- MiTEAM requires individualized safety assessments at all family team meetings.
- CPS supervisory tools and guides were implemented to ensure comprehensive safety assessments and increase the quality of engagement.
- CPS policy was modified to require safety assessment and planning at each visit.
- Safety assessment training including protective factors was provided and incorporated into child welfare training.
- The Child and Family Services Review instrument was modified to include questions on safety planning.
- A certification process ensures all CPS field staff are trained in safety assessment.
- DHS implemented a pilot project in February 2013 to examine priority response and case opening.
- Maltreatment rates were reviewed and findings showed that existing policy to monitor services in category III cases does not lead to a reduction in repeat maltreatment.
- DHS updated CPS policy to improve services in category III cases.
- Foster care workers address safety in the narrative of initial and updated service plans by describing how safety concerns were addressed.
- Recommendations from a survey of caseworkers and supervisors on service availability and individualization were implemented to address identified gaps.
- The Division of Continuous Quality Improvement completed case reviews on maltreatment in care cases; an improvement plan for those cases was developed.

**Planned Activities for 2014**
Upon implementation of MiSACWIS, safety assessments will be required for caseworkers to progress further in the data system when documenting case management activities.

**Primary Strategy II:** DHS will enhance the capacity to serve children, families and caregivers by identifying needs, providing services and engaging families in planning throughout the case.
- Technical assistance was provided to ensure practice change when MiTEAM was implemented. Case reviews continue to measure its effectiveness.
- New policy requires monthly caseworker supervision. Supervisory guides and tools were created to prompt review of the status of CPS and foster care cases during supervision.
- A supervisory shadowing pilot was implemented in eight counties to improve caseworkers’ safety assessment and engagement skills.
- The Serious Emotional Disturbance waiver pilot for DHS foster children was initially implemented in 12 counties and expanded in 2012.
• Technical assistance is provided to educate staff on the importance of caseworker visits and accurate data entry.
• Data reports were developed on monthly caseworker visits with parents, which are monitored through case reviews.
• Child and family involvement in case planning was monitored through case reviews.

Primary Strategy III: DHS will enhance concurrent permanency planning. These efforts are monitored through case review.
• Concurrent permanency planning is a component of the MiTEAM model.
• Data reports track parent-child face-to-face contacts.
• Foster care policy was modified to require permanency plan decisions comply with timelines and meeting frequency requirements.
• Efforts and resources continue to focus on identifying adoptive families and improving timeliness to adoption for legally free youth with a goal of adoption.
• Technical assistance was provided to increase stability and permanency for children in foster care and prevent placement changes.
• Centralized intake protocol includes identification of Native American children at the time of complaint.
• A Michigan Indian Child Welfare Act Field Guide was developed to assist in early identification of Native American children.
• Native American Affairs violations were addressed through corrective action plans.
• Review data was gathered on youth 14 and older involved in services to aid transition to adulthood and technical assistance provided to assist caseworkers serving them.
• A Summer Youth Employment Program was held in 2011, 2012 and 2013.
• Education planners serve as liaisons to ensure appropriate services are provided and work with youth to improve educational success.
• Statewide Executive Youth Board meetings were held to provide information to youth and receive feedback about services.
• Fostering Connections policy was updated in 2012 to offer youth ages 18 through 20 in state-supervised foster care the option of returning to or remaining in care until age 21.
• Foster Youth Financial Security Act policy was updated in 2012, requiring foster youth over 16 to receive an annual credit report, which is reviewed with the youth.
• An analysis of parenting time and reunification occurred and technical assistance was provided.
• The Parent-Child Visitation Task Force prepared a final report, “Ensuring Child and Family Well-Being, Promoting Timely Permanency.”
• Training was offered to judges, attorneys, prosecutors and caseworkers to assist them in advocating for increased parent-child visitation.
• The State Court Administrative Office collaborated with DHS and judges to implement standard court reports for child protective proceedings.
• The State Court Administrative Office and DHS continue ongoing collaboration to address major child welfare projects and issues.
• The 2012 permanency forums focused on tribal relations, technological solutions and the national permanency round-table initiative.
• The Foster Care Review Board and Child and Family Services Review case readings track caregiver notification of hearings.
• The Court Improvement Program Statewide Taskforce addressed foster parent input and guardians ad litem contacting the foster parent for input. The committee findings included:
  o Current foster care policy was adequate.
  o Proposal that bench cards be revised to include a reminder regarding foster parent input.
  o Recommendation to ensure caseworkers and supervisors are trained.
  o Numerous tools are available to ensure foster parents have the opportunity to be heard.
• Michigan’s Supreme Court adopted a rule change effective May 2013 for cases in which the court does not request DHS to initiate termination of parental rights for children in care for 15 of the last 22 months, requiring the court to state the reason on the record.

Primary Strategy IV: DHS will enhance accountability and workforce development.
• The Division of Continuous Quality Improvement developed protocols, implemented case reviews and made recommendations for practice improvements of the following:
  o Child and Family Services Review-modified settlement agreement.
  o CPS centralized intake.
  o CPS investigations.
  o Maltreatment in care investigations.
  o Health case reviews.
  o Disrupted adoptions.
• A statewide interface to the Services Worker Support System for private agencies to enter case data was created and implemented.
• A work group developed reports to support a data-driven supervision model. Training was provided on how to utilize data reports.

COLLABORATION WITH THE COURTS

Child and Family Services Review Committee
The committee continues to carry out the action steps in the Program Improvement Plan, including coordination of the permanency forums and the Parent/Child Visitation Task Force. Status: In 2012, the adoption and permanency forums focused on breaking barriers to permanency through case-specific approaches. The State Court Administrative Office’s Child Welfare Services unit provided Michigan’s 72 county teams with data that included a list of children with a goal of adoption who have been waiting for over six months after termination of parental rights. At permanency forums, teams discussed barriers to permanency.
In February 2012, the Court Improvement Program collaborated with the DHS Federal Compliance Division to establish a statewide interdisciplinary task force to identify ways Michigan can increase the frequency and quality of parenting time, with the goal of improving child well-being and timeliness of reunification.

**Status:** The reviewers determined the agency had made concerted efforts to ensure parenting time was of sufficient frequency to meet the needs of the family in only 66 percent of the cases reviewed (the national standard is 90 percent). In 2013 and 2014, the Court Improvement Program will determine how many children achieved the goal of adoption to determine the efficacy of the permanency forums.

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### COORDINATED SERVICE DELIVERY

Michigan’s child welfare services are developed at the state level and delivered through county offices and private agencies to ensure consistency in service delivery. In 2012, DHS county offices were reconfigured to allow more efficient and economic service delivery in low-population areas. The business service center model improves delivery of child welfare services by transferring business operations from county offices to six business service centers, thus streamlining local services to child welfare cases.

DHS administers the federal Temporary Assistance for Needy Families, Child Care and Development Block Grant, Supplemental Nutrition Assistance Program, Low-income Home and Energy Assistance Program and the Title IV-D child support program. DHS also determines eligibility and provides case management for Medicaid though the Michigan Department of Community Health. DHS administers the Disability Determination Service for Title II and XVI funds. Service descriptions for all DHS program may be found here: [http://www.michigan.gov/dhs/0,4562,7-124-5453---,00.html](http://www.michigan.gov/dhs/0,4562,7-124-5453---,00.html)

Michigan counties serve families through resources that include:

- Information on service availability and referrals to community resources.
- Using the United Way’s 211 Call Center, available in all counties.
- Web-based resources for coordinated assistance applications and resource lists.

The DHS Bureau of Community Action and Economic Opportunity provides support and oversight to Michigan’s 29 community action agencies that develop community partnerships, involve low-income clients in their operations and coordinate an array of services within their communities. They serve approximately 489,000 low-income individuals each year with services including Head Start, housing assistance, weatherization, senior services, income tax preparation, food, transportation, employment assistance and economic development. Innovative DHS strategies that meet the demand for services include:
The Michigan Combined Application Project that provides a streamlined application for food assistance for residents with Social Security Income benefits.
- The Home Heating Tax Credit assists low-income families with heating costs.
- Collaboration between private utilities and charitable groups assists certain low-income persons to avoid utility shutoffs during the winter months.

DHS and the Office of Child Support developed a process that enables foster care and CPS staff to obtain paternity information from the Department of Community Health’s Central Paternity Registry, an online repository for information from affidavits of parentage and notices of orders of filiation filed in Michigan.

DHS continues to work with the State Court Administrative Office to provide training to courts and staff. In addition, DHS is developing an information system that is compliant with the Statewide Automated Child Welfare Information System to provide more accurate data for all requirements.

The online Helping Hand Web portal weaves together the various threads of Michigan’s safety net. This is available at www.michigan.gov/helpinghand.

**COORDINATION WITH THE FOSTERING CONNECTIONS ACT**

Michigan’s Title IV-E state plan amendment, approved in September 2012, demonstrates compliance with provisions of the Fostering Connections Act. DHS finalized policies for the Young Adult Voluntary Foster Care program and the extension of Juvenile Guardianship and Adoption Subsidy programs to extend benefits through age 21 for youth who meet the program requirements. Michigan is exploring extension of Young Adult Voluntary Foster Care to delinquent wards.

- In 2013, nearly 800 youth were served through Michigan’s extension of foster care, adoption and juvenile guardianship programs.
- A total of $4,856,727 was expended in support of these programs, including monthly maintenance stipends, private agency foster care daily administrative rates, court filing fees to extend foster care and medical subsidy for guardianship assistance and adoption assistance cases.

**Technical Assistance Provided to Counties and Local and Regional Entities**

Training for the extension of foster care, juvenile guardianships and adoption subsidy was provided to lead workers in each DHS county office. In addition, the Federal Compliance Division, the Young Adult Extension Unit and foster care program office provided:

- Training and job aids for field staff.
- Technical assistance for local staff on-site and by telephone on case-specific matters.
• Trainings conducted at local DHS and private foster care agencies.
• Telephone conferences.

Approximately 648 foster care supervisors, foster care workers, court staff and other community partners attended trainings in 2013 on the requirements of program extensions.

PATHWAYS TO POTENTIAL

Pathways to Potential is DHS’ human services business model that focuses on three critical elements to meet the needs of clients: 1) public programs, 2) private partners and 3) informal networks and faith-based supports. A primary goal is to reduce chronic absenteeism\(^2\) in order to improve educational opportunities for at-risk youth and reduce dropout rates. The Pathways to Potential model reflects the understanding that accessing public benefits is just one piece of a long pathway that people must take to reach their healthiest and fullest potential. Pathways to Potential uses networking through Pathways Success Coaches that help clients find solutions to barriers they face and provide referrals to community resources including after school programs, churches, clothing, daycare and transportation.

Three components of the Pathways to Potential model include:
1. Go to where the client is located.
2. Serve as connectors to a network of services.
3. Help people identify their pathway to potential.

Pathways to Potential assists families in the following areas:
Safety
• Increases access to prevention services.
• Engages disconnected youth.
• Connects vulnerable youth and adults to a protective network.

Education
• Removes barriers to attendance.
• Removes barriers to active participation.
• Enhances and supports parental involvement.

Health
• Removes barriers that prevent access to health care.
• Increases access to healthy foods.

\(^2\) Chronic absenteeism is defined as a child missing more than 10 days in a single school year.
- Increases access to behavioral health care.
- Supports good hygiene.
- Supports physical fitness.

**Self-sufficiency**
- Removes barriers to employment.
- Assists in accessing quality child care.
- Promotes adult education.
- Supports access to transportation.

**Attendance**
- Increases school attendance rates.
- Actively seeks parental engagement.

The key innovation in Pathways to Potential is locating services where they can be easily accessed by the people who need them. Pathways to Potential began the 2013-2014 school year located in 150 schools and will end that school year in 169 schools. Additional schools are expected to come on board with the 2014-2015 school year.
- In schools where Pathways for Potential was located for the full 2013-2014 school year, chronic absenteeism was reduced by 69.7 percent.
- For all schools, including those that came on board in January 2014, chronic absenteeism was reduced by 68.5 percent.
- Pathways to Potential is currently implemented in 13 counties: Genesee, Oakland, Wayne, Saginaw, Macomb, Kalamazoo, Muskegon, Lapeer, Midland, Roscommon, Ogemaw, St. Clair and Newaygo.
- In 2013-2014, the Pathways Success Coaches made 6,467 referrals and provided 6,993 resources.
- The Pathways to Potential model strengthens partnerships with the Michigan Departments of Education and Community Health, as well as the Michigan Economic Development Corporation.

**Title IV-E Compliance: Funding Unit**

The DHS Federal Compliance Division manages the Title IV-E program and state plan. In June 2013, Michigan successfully participated in the Title IV-E eligibility review. Michigan passed the review with zero case errors and very limited financial exceptions. The collaboration with the Children’s Bureau, its review team, the State Court Administrative Office, local DHS offices and other stakeholders was key to Michigan’s successful review.
Technical Assistance Provided to Counties and Local and Regional Entities

The Michigan Legislature continued to fund child welfare funding specialist positions in local DHS offices. Their responsibilities are to assure foster care funding determinations and redeterminations are completed correctly. Federal Compliance Division staff supports the field regarding eligibility, funding, legal and payment issues for children in foster care and juvenile justice programs. The successful review in 2013 shows that the funding specialists are ensuring much higher accuracy in initial funding determinations.

Local offices submit monthly reports to the Federal Compliance Division that provide information on funding specialist activities. A database tracks the information from these reports. A new database with more reporting capacity was implemented in June 2013 to provide more accurate data and feedback to local counties.

Funding unit staff provides technical assistance to local DHS and court staff on Title IV-E eligibility. The internal Title IV-E review committee reviews inquiries from courts and local DHS offices weekly. Federal Compliance Division and State Court Administrative Office staff meet monthly to ensure consistency with judicial Title IV-E requirements. The division offered on-site technical assistance to 12 counties and tribal courts in 2013. Additionally nine statewide refresher trainings were offered to all funding specialists and their supervisors. The State Court Administrative Office and DHS collaborated on Title IV-E presentations in five counties to court and DHS staff. DHS continues to provide support and consultation for the Wayne County Title IV-E agreement and oversees coordination between DHS and Wayne County to ensure the contract is administered with adequate controls and quality assurance.

Consultation with Tribes on Title IV-E Agreements

Federal Compliance Division staff developed contract language for Title IV-E agreements with Michigan tribes. The division has completed a memorandum of understanding with the Keweenaw Bay Indian Community to implement its Title IV-E Tribal Plan with the Children’s Bureau. This memorandum was signed March 6, 2014. It is anticipated that tribe’s Title IV-E state plan will be approved by the Children’s Bureau, to be effective January 1, 2015. DHS will continue to support all tribal Title IV-E agreements.

MICHIGAN COURT IMPROVEMENT PROGRAM

The State Court Administrative Office, Child Welfare Services Division administers Michigan’s Court Improvement Program and receives three federal grants. The division:

- Serves as Michigan trial courts’ resource for child protection, foster care and adoption.
- Provides guidance and technical support to family division courts, attorneys and DHS.
- Coordinates judicial liaison contacts with the legislative branch.
Child Welfare Services operates a statewide task force to improve safety, permanency and well-being for foster children. The program helps Michigan implement reforms and track compliance with laws, national standards and program improvement plans.

**Quality Representation Committee: Improve Legal Representation for Children and Parents**

The Court Improvement Program administered training programs specifically for parent attorneys in February 2013 and children’s attorneys in August 2013. In addition, the Court Improvement Program administered two advanced child welfare appellate training programs in June 2013.

**Parent Representation Pilot Project: Genesee County Parent Representation Project**

This is a three-year project designed to improve legal representation for parents involved in child protective proceedings by providing a social worker to work with parent attorneys. The social worker supports the following goals:

- Engaging parents in the child welfare process and increasing their participation in services.
- Increasing involvement in parent-child visitation.
- Accelerating reunification.
- Decreasing recidivism.
- Assisting attorneys to improve legal proceedings and understanding of the parent client.
- Reducing continuances due to lack of preparation.
- Decreasing time to achieve permanency.

The baseline consists of 17 closed Genesee County neglect cases that reached permanency in 2012. Permanency results are compared between cases receiving services and those that did not. Results will be used to improve child welfare policy, law and processes.

**Policy Committee - Overnight Removal Issues**

The Policy Committee discussed emergency removal of children from their homes when the courts are closed. Michigan statutes and court rules provide only minimal guidance, resulting in disparate practices and uncertainty. Legislation (Senate Bill 320) was introduced in 2010 and reintroduced in 2011 to clarify procedures in emergency removals.

**Status:** Complete. Public Act 163 was signed by the governor on June 12, 2012 and given immediate effect.

**Requirement that Courts Obtain a Child’s Input**

The Policy Committee advised courts of federal and state requirements to obtain the child’s views during permanency planning hearings. The Policy Committee will design new policies, best practices and protocols for child and youth involvement in dependency hearings and draft additional statutory change.

**Status:** A proposal is being reviewed by interested groups.
Tribal Court Relations Committee - Indian Child Welfare Act Compliance
The project goal is to increase Indian Child Welfare Act compliance through observing child protective hearings and measuring whether specific benchmarks (e.g., tribal heritage inquiry, notice requirements, etc.) are met. Casey Family Programs funded a compliance project through Michigan State University, led by Court Improvement Program Tribal Court Relations member Kathryn Fort of the MSU Indigenous Law Clinic. The results are used to develop interventions and provide positive feedback in areas of strong performance. The two participating pilot site courts in 2013 are Ingham and Oakland counties. Michigan’s 12 federally recognized tribes have been invited to request observation of hearings in other counties throughout central Michigan; however, no observation has been requested.

The Court Improvement Program worked with the DHS Office of Native American Affairs to update the Indian Child Welfare Act Field Guide to include the new Michigan Indian Family Preservation Act. The Field Guide provides a ready reference to the basic requirements of laws, as well as tribal contact and DHS Indian Outreach Worker information.

Tribal-State Partnership
The Court Improvement Program has been successful in building relationships with Michigan’s tribes. The Pokagon Band of Potawatomi Indians was recently awarded one of the Tribal Court Improvement Program grants. Child Welfare Services held a phone conference with the tribal court administrator and chief tribal court judge to offer assistance and provide input on strategic plans for implementing the Court Improvement Program.

- A Child Welfare Services analyst attends Tribal-State Partnership meetings where the Tribal Social Services directors, DHS and the court discuss how to improve services to Native American children and families.
- A Child Welfare Services analyst also serves, by appointment of the chief justice of the Michigan Supreme Court, on the State Bar of Michigan’s American Indian Law Committee. The committee meets monthly and the analyst represents the court, responds to questions and follows up on issues as requested.

Court Improvement Program - Data Collection and Analysis Grant
DHS and the State Court Administrative Office have a data sharing agreement through December 31, 2015 for the agencies to exchange child welfare and juvenile justice data. The following reports are created entirely or primarily with DHS data:

- Re-entry into Foster Care within 12 Months of Achieving Permanency.
- Petition Authorization to Permanency.
- Petition Authorization to Filing of Petition to Terminate Parental Rights.
- All Youth in Foster Care and Youth with Cases Closed by DHS within Two Months.
- Adoption Alert.
- Reunification Alert.
DHS Lesbian/Gay/Bisexual/Transgender/Questioning Work Group
This workgroup was created because of the Children’s Bureau Region 5 Summit on sexual identity issues. The work group meets quarterly and includes stakeholders from county DHS offices, private agencies, DHS executives, and a Court Improvement Program analyst. The work group is charged with creating a handbook for child welfare professionals on how to best work with and engage youth. The handbook is in the final stages of production.

Court Improvement Program Training Grant
Child Welfare Services administers many training programs with funds from the Court Improvement Program Training Grant and special purpose grants from the Governor’s Task Force on Child Abuse and Neglect. Programs are planned by a cross-disciplinary committee. Topic-specific training in 2012 was offered to audiences that include:

- Judges, referees, court staff and attorneys.
- Child welfare workers.
- Court-appointed special advocates.
- Foster Care Review Board members.
- Michigan’s 12 federally recognized tribes.

Child Welfare Services selects the topics and plans the training programs based on recommendations from the federal Child and Family Services Review, the Court Improvement Program statewide task force, the Governor's Task Force on Child Abuse and Neglect, DHS staff, stakeholder community agencies and practitioners in the field. Child Welfare Services also provides training and technical assistance for courts and agency staff on Title IV-E issues and continues to offer orientation training for new family division judges and referees.

Case Service Plan Work Group
In February 2011, this work group of court, DHS, private agency and parent representatives completed drafts of revised formats for the foster care Initial Services Plan, Updated Services Plan and Parent Agency Treatment Plan--Service Agreement. These revised formats ensure greater clarity and specificity. The work group also designed a court report that summarizes the case services plan. The forms were instituted by DHS and private agencies in 2011.

Educational Work Group
Many foster children reside in Wayne County and attend Detroit Public Schools. In early 2010, Child Welfare Services established a work group known as Project C.A.R.E. Initially, the work group focused on establishing collaboration with the Detroit Public Schools and Board of Education. After unsuccessful attempts to engage the school system, the group focused on the other large districts in Wayne County. Subcommittees were established that:

- Develop operational plans and policies to ensure DHS can track a foster child’s educational needs and experiences.
- Ensure timely transfer of school records.
- Promote communication between the schools and child-placing agencies.
• Help schools understand the special needs of children in foster care.

**Permanency Options Work Group**
This work group examines state child welfare laws and policies for areas needing improvements. Recommendations of the work group include:
• Requiring the court to state on the record the reasons the court did not require the agency to initiate a termination of parental rights petition.
• Providing clarification to courts on a new law that requires higher standards to remove a child from home and describes the process by which the agency court must communicate a removal when the court is closed.

Other issues the Permanency Options Work Group considered in 2013 were:
• A proposal to merge certain functions of Michigan’s external review processes, including the Foster Care Review Board, the Office of Children’s Ombudsman, the Office of Family Advocate, the Governor’s Task Force on Child Abuse and Neglect and all three citizen review panels. A subgroup is studying this issue.
• Creating a paternity establishment procedure in child welfare proceedings.
• Prohibiting Court of Appeals opinions from including the full names of children in termination of parental rights cases.

**DHS Adoption Oversight Committee**
The statewide Adoption Oversight Committee is administered for DHS by the Michigan Adoption Resource Exchange. The committee includes representatives from state and local courts, private agencies, Michigan State University, Foster Care Review Board and DHS staff. The committee meets bi-monthly to develop recommendations for improving adoption practices and procedures.

**Child Fatality Citizen Review Panel**
The Child Fatality Citizen Review Panel consists of a pediatric physician, medical examiner, law enforcement, CPS and Office of the Family Advocate, Office of Children’s Ombudsman, University of Michigan Law School and a Court Improvement Program analyst. The review panel meets three times annually to review child fatalities where there has been CPS involvement and make recommendations for systemic improvements.

**Child Fatality State Advisory Team**
The advisory team meets quarterly to provide guidance, expertise and consultation in analyzing and understanding the causes, trends and system responses to child fatalities, and make recommendations in law, policy and practice to prevent child deaths. The committee recommends improvements in protocols and reviews Michigan’s child mortality data and local child death reports to identify causes, risk factors and trends.
Special Projects: New Jurist Training
This one-day training covers topics such as Title IV-E and Adoption and Safe Families Act requirements, the Child and Family Services Review, data collection and sharing, State Court Administrative Office resources and other issues. Each class is small enough to address jurists’ case-relevant questions. Child Welfare Services holds these sessions quarterly.

Infant Mental Health Court
Child Welfare Services assists baby courts, which are special dockets with the goal to improve parent-infant interaction and achieve permanence with no recurrence of abuse or neglect.
**Status:** Staff will continue to offer assistance to the baby court programs.

Absent Without Legal Permission
Child Welfare Services oversees a tracking system for children in foster care who are absent without legal permission from their placement. This is the one statewide child welfare data sharing system all courts and caseworkers are able to access. The system tracks whether:
- The child’s data was entered into the Law Enforcement Information Network.
- An Amber Alert was necessary and issued.
- The lawyer-guardian ad litem was notified that the child is absent without legal permission.

The system allows the court and DHS to input and retrieve the same data. Caseworkers use the data to include relevant details about the children and efforts to locate them. Courts accept these reports as evidence of the “locate” efforts if they are signed by a DHS manager.

EDUCATIONAL COLLABORATION

Early Childhood Investment Corporation. The Early Childhood Investment Corporation is the state’s focal point for information and investment in early childhood programs and activities. It funds and provides training and consultation to improve the health, development and learning of young children. The Early Childhood Investment Corporation provides services including:
- The Start Project and Great Start Collaborative, serving every community in the state.
- Great Start parent coalitions that provide education and information.
- Resource centers that anchor Michigan’s Great Start Child Care Quality Project.
- CONNECT, Michigan’s online resource for information about quality child care.

Early On
Early On is Michigan’s system that addresses Part C of the Individuals with Disabilities Education Improvement Act and provides services to assist families with infants and toddlers up to 36 months who are experiencing delays in development or have a diagnosed disability. Early On is administered by the Michigan Department of Education. Services are multi-dimensional and
provided through intermediate school districts. When a child is eligible for services, an individualized plan is developed that guides the intervention and includes a wide range of services to facilitate the child’s development and enhance the family’s capacity to support development. Family members and service providers plan, implement and evaluate services specific to the family’s concerns, priorities and resources. Michigan refers all children from birth to age 3 who are victims of categories I and II cases to Early On.

**Michigan Leadership Summit on School-Justice Partnerships**

Regular attendance at school is critically important to academic achievement and is one of the best predictors of high school graduation. Due in part to zero-tolerance policies and lack of due process for students, Michigan’s rates of high school dropouts is high. Dual (abuse/neglect and juvenile justice) wards and system-involved youth are particularly vulnerable due to multiple risk factors.

In September 2013, the Michigan Leadership Summit on School-Justice Partnerships launched a three-year effort to disrupt the school-to-prison pipeline by supporting communities creating action plans for addressing the need locally. With the support of the Summit Review Committee, county leadership teams are submitting local action plans to the committee, which reviews submissions and provides feedback to assist with local implementation.

To date, 78 of Michigan’s 83 counties have committed to or have created local plans. In May of 2014, a series of five regional one-day forums were held across the state. During the forums, teams heard from subject-matter experts on issues surrounding restorative justice, mental health, collaboration and partnership, school discipline code reform, data collection, and legislative changes. County teams also received technical assistance from the core review board and offers for technical assistance from Casey Family Programs.

As part of this work, and based on feedback from county teams, the Michigan School-Justice Partnership planning committee began efforts to create and revise legislation related to chronic absenteeism and zero tolerance policies.

**DOMESTIC VIOLENCE SHELTER AND SUPPORT AND SEXUAL ASSAULT SERVICES**

The goals of the Domestic and Sexual Violence Prevention and Treatment Board are to:

- Educate on prevention and treatment of domestic and sexual violence.
- Improve the criminal justice response to crimes of domestic and sexual violence.
- Ensure safety, confidentiality and justice for victims of domestic and sexual violence.

The Domestic and Sexual Violence Prevention and Treatment Board also contracts for:

- Shelter and services for victims of domestic violence and their children.
• Comprehensive sexual assault services for victims of sexual assault, family members and significant others.
• Transitional housing and support services.

To achieve these goals, the enabling legislation mandates the board:
• Fund community-based domestic violence prevention and treatment programs.
• Develop operating standards for victim service programs.
• Provide technical assistance to service providers.
• Conduct research to prevent and treat domestic violence.
• Help state police set up a reporting system for law enforcement agencies.
• Educate the public and professionals about domestic violence.
• Advocates for policies and procedures that improve treatment.
• Advises the legislature and governor.

Comprehensive domestic violence services are provided under contracts with 44 non-profit domestic violence programs that offer:
• Emergency shelter.
• Emergency intervention (24-hour crisis lines and emergency response services).
• Supportive counseling (individual and group).
• Community education and prevention services.
• Personal advocacy with health care, criminal justice, housing and financial assistance.

In 2013, the following services were provided:
• 265,851 shelter nights.
• 80,683 hours of individual counseling.
• 8,535 hours of group counseling.
• 80,526 crisis calls.

The 2013 federal STOP Violence Against Women grant provided $3.2 million to local projects that improve victim services and the criminal justice response to domestic violence, sexual assault, dating violence and stalking victims throughout the state. This includes supporting specialized Sexual Assault Nurse Examiner programs and the development of policies, protocols and training for law enforcement officers and prosecutors. In 2013:
• 4,681 clients were provided civil legal advocacy/court accompaniment.
• 3,906 clients were provided criminal justice advocacy/court accompaniment.
• 2,446 clients requested personal protection orders.
• 4,576 clients were provided with victim/witness notification services.

Comprehensive sexual assault services are provided under contracts with 23 nonprofit sexual assault programs and eight Sexual Assault Nurse Examiner programs. In 2013, the following services were provided:
• 20,031 hours of individual counseling.
• 1,815 hours of group counseling.
• 9,405 crisis calls.
• 1,248 forensic nurse examinations.

The board funds 17 non-profit Domestic Violence Transitional Supportive Housing programs that provide housing for up to 24 months. In 2013, the following services were provided:
• 216,098 nights of housing.
• 4,068 hours of individual counseling.
• 397 hours of group counseling.

CHILDREN’S TRUST FUND OF MICHIGAN

The Children’s Trust Fund serves as Michigan’s only source of permanent funding for the statewide prevention of child abuse and neglect. It is designated by the governor to serve as the lead agency to administer the Community-Based Child Abuse Prevention grant.

The Children’s Trust Fund is located in the DHS Children’s Services Administration and is governed by a 15-member board of directors. In 2013, collaboration with the department included the following areas:

• **Title IV-E Waiver:** The Children’s Trust Fund provided support and technical assistance during the implementation of Michigan’s Title IV-E waiver, especially in relation to the Strengthening Families/Protective Factors framework embedded in the waiver. Children’s Trust Fund staff served on the Title IV-E waiver steering committee and training subcommittee to help develop strategies for successful implementation of Strengthening Families/Protective Factors within Michigan’s waiver.

• **Strengthening Families/Protective Factors:** In 2013, the Children’s Trust Fund continued to serve as the state lead for Strengthening Families. In particular, the Children’s Trust Fund expanded interagency discussions about Strengthening Families, provided workshops training on Strengthening Families/Protective Factors and provided support and technical assistance to state and local partners. Specific activities that engaged DHS included the following:
  o Four trainings and workshops provided or supported by the Children’s Trust Fund that included child welfare participants.
  o A representative from DHS was active on the interagency Strengthening Families Work Group.
  o Staff from the Children’s Trust Fund served on the Center for the Study of Social Policy’s national peer work group for Strengthening Families and child welfare.
• **Child Abuse and Neglect Training:** The Children’s Trust Fund sponsored approximately 150 slots for its grantee network at Michigan’s annual child abuse and neglect conference and served on the planning committee that developed a prevention track.

• **Safe Sleep:** The Children’s Trust Fund is involved in an interdepartmental initiative to address the issue of infant safe sleep. In 2013, the Children’s Trust Fund worked with DHS to establish a statewide safe sleep initiative (supported by DHS funding) that will be carried out through local prevention councils. Starting in 2014, all local councils will be engaged in community education and family support efforts to increase safe sleep knowledge as part of interdepartmental strategies designed to decrease the number of infant deaths due to unsafe sleep settings.

• **Kinship Care:** The Children’s Trust Fund monitored a contract in which DHS allocated $50,000 in Title IV-B(2) funds to implement a Kinship Care Resource Center in Michigan. The grant enabled the Kinship Care Resource Center to provide statewide resources and services to relative and non-relative caregivers. Services were designed to prevent child abuse and neglect by supporting DHS’ goal of family preservation and reducing the number of children entering foster care.

To serve Michigan’s families and protect Michigan’s children, the Children’s Trust Fund works with an extensive network of local prevention organizations. In 2013, it funded 21 direct service grants that served 23 of Michigan’s 83 counties. The Children’s Trust Fund provided funding to local councils that served all 83 counties. It supports community-based programs through:

- Training and technical assistance.
- Evaluation assistance.
- Parent leadership.
- A Child Abuse Prevention Month campaign.

**Local Councils**

In 2013, the Children’s Trust Fund provided funding to the following councils:

- Tier I – 24 councils received $5,000.
- Tier II – 28 councils received $10,000.
- Tier III – 21 councils received $20,000 or more.
- Multi-county – received $1,000 for each additional county served.

By statute, the local councils’ primary purpose is to develop a collaborative community prevention program. Local councils conduct or participate in needs assessments and increase public awareness of child abuse. They provide non-direct services including:

- Information and referral.
- Public awareness campaigns.
- Child Abuse Prevention Month activities.
- Prevention leadership on local committees.
- Local resource directories.
• Educational workshops and training on shaken baby syndrome, safe sleep, body safety, parent education, Strengthening Families/Protective Factors and mandated reporting.

Examples of local council activities in 2013 include:
• Information booths and fairs (381).
• Baby pantries (held on 1,059 days).
• Mandated reporter trainings (207).
• Education services and activities (21,428 participated in parent education presentations, shaken baby prevention sessions and sexual abuse prevention programs).

Direct Services
Direct service grants fund prevention programs and services to promote strong families and prevent child abuse and neglect. They provide services to families who do not have an active CPS case. In 2013, the Children’s Trust Fund paid for 21 direct service grants with the following areas of focus:
• Parent education/family support (3).
• Home visitation (8).
• Positive youth development (1).
• Teen parenting (2).
• Fatherhood (1).
• Family Resource Center (1).
• Incarcerated families (1).
• Respite care (1).
• Mentoring (2).
• Prenatal care (1).

In 2013, direct service programs provided services to 1,558 adults and 2,680 children. The following chart highlights the services provided by these programs (note: each individual service delivery is counted as one prevention service).

<table>
<thead>
<tr>
<th>2013 Children’s Trust Fund Direct Service Program Services</th>
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</thead>
<tbody>
<tr>
<td><strong>Type of Service Provided</strong></td>
</tr>
<tr>
<td>Home visits</td>
</tr>
<tr>
<td>Parenting classes</td>
</tr>
<tr>
<td>Support groups</td>
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<tr>
<td>Group counseling</td>
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<tr>
<td>One-on-one counseling</td>
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<tr>
<td>Screening</td>
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<tr>
<td>Child care</td>
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<tr>
<td>Respite care</td>
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<tr>
<td>Transportation</td>
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<tr>
<td>Referrals</td>
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<tr>
<td>-----------</td>
</tr>
<tr>
<td>Resource coordination</td>
</tr>
<tr>
<td>Workshops (e.g., Parent Meetings)</td>
</tr>
<tr>
<td>Prenatal</td>
</tr>
</tbody>
</table>

A list of 2013 local councils and direct service grantees can be found in Attachment E.

**Circle of Parents®**
The Children’s Trust Fund is the lead agency for the Circle of Parents® initiative that provides parent involvement, leadership and support to create shared leadership and strong parenting skills to a support group for all parents, especially those at risk for abuse or neglect. In 2013, Circle of Parents® was operating at 19 program sites with multiple groups at most sites. Approximately 362 parents and caregivers and 137 children participated in the program.

**Expanding and Strengthening Services**
In 2013, the Children’s Trust Fund strengthened prevention services in Michigan through:

- Serving on 15 committees or groups related to prevention, early childhood and child welfare issues.
- Leading work and obtaining funding to incorporate adverse childhood experiences questions into Michigan’s Behavioral Risk Factor Surveillance Survey.
- Coordinating the Citizen Review Panel for Prevention.
- Serving as the Michigan chapter of Prevent Child Abuse America and the National Alliance of Children’s Trust and Prevention Funds.
- Serving as the state lead for Strengthening Families, the Children’s Trust Fund:
  - Coordinated an interagency Strengthening Families work group that determined the extent to which the framework aligns with existing state agency frameworks, initiatives or programs and made recommendations to the Great Start Operational Team regarding next steps for the work.
  - Provided and/or hosted Strengthening Families presentations and workshops, including a full-day training attended by 100 participants from 37 counties.
  - Conducted an annual survey of local partners to determine the quality of the Strengthening Families implementation.
  - Worked with state and local partners to explore ways to support and expand the initiative in Michigan.
  - Worked with DHS as described earlier in this report.
- Overseeing the second year of a three-year grant from the Jewish Fund to support a shaken baby syndrome prevention project in Southeast Michigan, using the evidence-based “Period of Purple Crying” curriculum.
- Serving on the Great Start Operational Team.
- Serving on the Title IV-E waiver work group and training subcommittee.
- Offering the fourth “Parents Partnering for Change” leadership training to parents and caregivers in programs funded by the Children’s Trust Fund.
• Exploring options to provide Parent Leadership Ambassador Training in 2014.
• Continuing local council and direct service work group meetings, which provide opportunities for education and collaboration among the grantee network.

The Children’s Trust Fund also continues to integrate best practices into its work and that of its grantees. The Children’s Trust Fund made significant progress in several program areas during the five-year reporting period. In particular, program development occurred in the areas of parent leadership, Strengthening Families/Protective Factors, interagency and local collaboration, evaluation and funding for evidence-informed and evidence-based programming. Progress on 2013 goals and objectives is described below.

**Goal 1:** The Children’s Trust Fund will assist local councils in sustainability, capacity building and best practice efforts.
**Status:** Completed. The Children’s Trust Fund hosts monthly conference calls to share information on best practices, grant requirements and statewide prevention activities. The Children’s Trust Fund also provided an annual conference and additional training and technical assistance to address this goal. In 2013, a Child Abuse Prevention Month work group helped create a toolkit and assisted in marketing efforts for Prevention Awareness Day.

**Goal 2:** The Children’s Trust Fund will continue to utilize a direct services work group.
**Status:** Completed. In 2013, the work group met on a bimonthly basis and provided input on parent leadership, Strengthening Families and year-end reporting processes.

**Goal 3:** The Children’s Trust Fund will continue to fund 73 local councils at the current level.
**Status:** Completed. Funding was maintained at current funding levels for 73 local councils.

**Goal 4:** The Children’s Trust Fund will provide resources for Child Abuse Prevention Month.
**Status:** Completed. The Children’s Trust Fund supported the state and local “Pinwheels for Prevention” campaign. Prevention Awareness Day included a rally at the State Capitol.

**Goal 5:** The Children’s Trust Fund will implement a peer review process for local councils.
**Status:** Completed. Peer sharing was incorporated into the local council peer sessions at the annual conference in 2012 and 2013. The Community-Based Child Abuse Prevention grant no longer requires peer review, but peer sharing will still be included at regional meetings and the annual conference.

**Goal 6:** The Children’s Trust Fund will strengthen parent leadership in the programs it funds and will maintain the parent leadership line item in the budget at $20,000.
**Status:** Completed. The Children’s Trust Fund hosted the fourth annual “Parents Partnering for Change” training in June 2013. The Children’s Trust Fund continued to be a formal partner in the Parent Leadership in State Government board. In 2013, the Children’s Trust Fund explored the topic of shared leadership training and included a parent leadership section in the year-end report for direct service grants.
Planned Activities for 2015

Unless significantly impacted by budgetary changes, the services funded or administered by the Children’s Trust Fund are anticipated to remain largely the same in 2015:

- **Local Councils:** All local councils will be in the third year of the grant cycle. Councils will provide services as detailed in their three-year work plans. Councils will also provide activities and services specifically related to safe sleep. In 2015, the Children's Trust Fund will create the renewal application for 2016-2018 funding.

- **Direct Services:** Direct service grants will fund prevention programs as detailed earlier. In addition to fully funding ongoing direct service grants, the 2015 budget will make $150,000 available for six new direct service grants (starting mid-year in 2015 and moving to $300,000 for each full year thereafter), pending approval by the Children's Trust Fund board of directors. For local councils and direct service grants, the estimated number of individuals and families served varies based on annual activities and services.

- **Collaboration and Partnerships:** The Children’s Trust Fund is the state chapter of Prevent Child Abuse America and the National Alliance of Children’s Trust and Prevention Funds. The Children’s Trust Fund will remain on the board of the Parent Leadership in State Government initiative and continue to administer the Michigan Citizen Review Panel for Prevention. The Children’s Trust Fund works with many other individuals and organizations to strengthen prevention work, including:
  - Circle of Parents®
  - Citizen Review Panels.
  - Early Childhood Investment Corporation.
  - KIDS COUNT State Advisory Board.
  - Michigan Association of Infant Mental Health.
  - Michigan Coalition for Children and Families.
  - Parenting Awareness Michigan.
  - Prevention Network.
  - Signature Auction Event Advisory Committee.
  - University of Michigan Child Abuse and Neglect Conference.

The Children’s Trust Fund encourages local councils and direct service grantees to work with their local multi-purpose collaborative bodies and Great Start Collaborative on activities including needs assessments and the Strengthening Families initiative.

Technical Assistance Provided to Counties and Local and Regional Entities

In 2013, the Children’s Trust Fund conducted or sponsored a number of training, technical assistance and evaluation activities including:

- An annual conference in conjunction with the University of Michigan.
- Local council work group meetings, which were attended by 259 local council representatives and featured six guest speakers.
- Strengthening Families/Protective Factors training, workshops and technical assistance.
- Protective Factors Survey training and technical assistance.
• Electronic grant administration and management system technical assistance.
• One-on-one technical assistance for individual program issues.
• Parents Partnering for Change Training.
• Circle of Parents® Training: The Children’s Trust Fund held two workshops and one training for approximately 34 prospective Circle of Parents® facilitators, parent leaders and interested community members.
• The Children’s Trust Fund News Briefs and web-site continued to provide information on training, upcoming events, best practices and other relevant prevention information.

Anticipated Request for Technical Assistance from the Administration for Children and Families Training and Technical Assistance network

The Children’s Trust Fund may request training/technical assistance from the National Resource Center in 2015. In particular, requests may relate to the Adverse Childhood Experiences Study, Parent Leadership Ambassador Training, the Strengthening Families framework, the Protective Factors Survey or outcome reporting.

Research, Evaluation, Management Information and Quality Assurance Systems

The Children’s Trust Fund continues to support evidence-based and evidence-informed programs, evaluation and outcome accountability. In 2015, the Children’s Trust Fund will provide training and monitoring requirements as needed. The Children’s Trust Fund will also implement the second year of the new year-end reporting process for direct service grantees, which focuses on program outcomes and areas highlighted by the federal Community-based Child Abuse Prevention grant.

Program Evaluation

In 2013, all Children’s Trust Fund direct service grants utilized the Protective Factors Survey as a measurement tool. In 2013, an additional 114 post-tests and 405 pre-tests were added to the aggregate database. The greatest increase in improvement was the area of social/emotional support followed by family functioning. The Children’s Trust Fund Protective Factors Survey database now includes information on 1,633 families.

Direct service and local council grantees also provide reports via electronic grant administration and management systems. The reports include:
  • A report on objectives, activities, expected outcomes, measurement and results.
  • A program register that includes data on populations served and services provided.
  • An expenditure report that details quarterly expenditures, cash and in-kind match.

Beginning with year-end reporting for 2013, two new evaluative protocols were established for direct service grantees. First, the new year-end outcomes report provides detailed information on target population, the protective factors being addressed, services and outcomes. The outcomes section includes a description of indicators, evaluation methodology, quantified findings and how evaluation results will be used by the agency. Second, the new year-end
A supplemental report provides information on parent leadership, client satisfaction, special populations and cultural competence.

The Children’s Trust Fund has moved toward greater implementation of evidence-based and evidence-informed programs and practices as demonstrated below:

- All direct service grants are required to meet the “emerging” level on the federal Program Assessment Rating Tool. For local councils, the 2013-2015 grant application included a list of evidence-informed or evidence-based programming that councils may use, if relevant. The application included a directive to associate programming with one or more protective factors.
- All recipients of direct service grants that began providing services in 2013 were required to submit information on their proposed program’s Program Assessment Rating Tool level.
- A logic model or conceptual framework is a required component of the “emerging” Program Assessment Rating Tool level. All new and current direct service grants minimally meet the emerging PART level.

**COORDINATION WITH TRIBES: OFFICE OF NATIVE AMERICAN AFFAIRS**

DHS delivers services to Michigan’s 130,000 American Indians through the Office of Native American Affairs, the policy office that coordinates with Michigan’s tribes for:

- Policy and program development.
- Resource coordination.
- Advocacy.
- Training and technical assistance.
- Implementation of state and federal laws pertaining to American Indians and tribal consultation.

The Office of Native American Affairs coordinates statewide consultation for the department in the following forums:

- Tribal-State Partnership meetings (quarterly): a collaborative body of tribal social service directors, state and private agencies and DHS staff that focuses on Indian child welfare and the implementation of the Indian Child Welfare Act of 1978.
- Urban Indian State Partnership meetings (quarterly): a collaborative body of urban Indian organizations, state agencies and DHS staff focused on the challenges facing tribal at-large membership and point-of-entry for DHS services.
- Michigan Tribal Child Care Task Force meetings (semi-annually): a collaborative body of tribal child care and education directors and DHS staff working to ensure access to Zero to Three services, Great Start and Pathways to Success for young children and adults.
• The Office of Workforce Development and Training (monthly), providing Indian Child Welfare Act training for new child welfare and supervisory staff (monthly new worker eLearning modules and facilitator-led supervisor training).
• United Tribes of Michigan Meetings (semi-annually; upon request): a forum for Michigan tribes to join forces, advance, protect, preserve and enhance the mutual interests, treaty rights, sovereignty and cultural way of life of the sovereign tribes of Michigan throughout the next seven generations.
• Regional Indian Outreach Worker meetings (quarterly) for professional development.
• The State Court Administrative Office Court Improvement Program Statewide Task Force meetings (quarterly) to advocate on behalf of tribal families.

Tribal Consultation
Michigan engages in government-to-government relations with the state’s federally recognized tribes prescribed by Presidential Memorandum 2009 (Tribal Consultation), Governor Rick Snyder’s Executive Directive 2012-2, Title XX (1994) and the Children’s Bureau’s guidance on tribal consultation. Through tribal consultation agreements and meetings, the Native American Affairs director interacts with tribal nations and organizations in Michigan to coordinate review of Indian Child Welfare Act implementation in DHS policies and service.

Tribal Consultation Plan Update
The Title IV-B Annual Progress and Services Report 2014 was created collaboratively with tribal members at the April 2014 Tribal-State Partnership meeting, and the exchange of tribal/DHS Title IV-B plans will occur at the July 2014 Tribal-State Partnership meeting. In addition, the Title IV-B plan will be sent to and requested of individual Michigan tribes to ensure information is shared. Michigan has individual consultation agreements with eight tribes or communities:

• Bay Mills Indian Community.
• Hannahville Indian Community.
• Lac Vieux Desert Band of Lake Superior Chippewa Indians.
• Little River Band of Ottawa Indians.
• Little Traverse Bay Bands of Odawa Indians.
• Nottawaseppi Huron Band of Potawatomi Indians.
• Pokagon Band of Potawatomi Indians.
• Sault Ste. Marie Tribe of Chippewa Indians.

Michigan has an Indian child welfare agreement with the Saginaw Chippewa Indian Tribe and negotiated a new Title IV-E agreement with Little Traverse Bay Bands of Odawa Indians in 2012.

DHS provides culturally appropriate services to tribal families through funding and support of:
• Quarterly Tribal-State Partnership meetings with representatives from Michigan’s 12 federally recognized tribes, tribal organizations and local DHS and central office staff.
• Participating in regional/national tribal consultation through the following events:
  o Michigan Indian Family Preservation Act signing ceremony (February 20, 2013).
Midwest Child Welfare Implementation Center meeting (June 19 - 20, 2013).
United Tribes of Michigan meetings (February 19 – 20, 2013 and April 11, 2013).
Child Welfare League of America monthly Indian child welfare state manager calls.
Governor’s Tribal Summit (April 11, 2013).
DHS Michigan Indian Family Preservation Act Celebration (July 31, 2013).

- Administering and developing grant and contract opportunities for tribal communities.
- Strengthening the DHS Indian Outreach Worker program through case reviews to encourage best practices and address service barriers. The Native American Affairs Business Plan outlines the plan to strengthen the program.
- Publishing culturally competent human service materials that reflect the unique status of tribal people and laws that protect their sovereignty.
- Contracting for Families First of Michigan family preservation programs that serve seven of 10 reservation communities. Tribal representatives participated in the bid ratings.
- Reviewing and revising Indian Child Welfare policy to strengthen and achieve compliance with federal rules and regulations.
- Strengthening the state courts’ application of the Indian Child Welfare Act through collaboration with tribal courts, attorneys and social services, state court administration, DHS legal division, and Native American Affairs toward development and codification of the Michigan Indian Child Welfare Act.
- Negotiating tribal-state agreements including Title IV-E and IV-D agreements. Michigan assists the tribe(s) to access Title IV-E administrative funding, Chafee Foster Care Independence Program, training and data collection resources.
- Developing Indian Child Welfare case review tools in collaboration with Michigan tribes/urban Indian organizations.
- Developing Child and Family Services Review Program Improvement Plan goals regarding Indian child welfare.
- Conducting stakeholder surveys for quality assurance.
- Conducting public awareness events to sensitize consumers and vendors to issues of Native Americans in Michigan and improve cultural awareness and competence.
- In 2013, Michigan Governor Rick Snyder signed Public Act 565, the Michigan Indian Family Preservation Act with immediate effect, codifying the state’s compliance with the federal Indian Child Welfare Act.

Michigan Compliance with the Indian Child Welfare Act
Compliance with the Indian Child Welfare Act was measured through:
- Tribal consultation on Michigan’s Child and Family Services Plan and Annual Progress and Services Reports from 2008 to 2014.
Michigan Court of Appeals 2013.
The Services Worker Support System.
Michigan’s Statewide Automated Child Welfare Information System.
Indian Child Welfare Act Case Review tools.
Bureau of Children and Adult Licensing child placing agency audits.
Tribal Agreements and Memoranda of Understanding.
Ongoing local case management meetings between tribes and county DHS office leadership.

DHS achieved a rating of Area Needing Improvement with the following four Indian Child Welfare Act requirements:
1. Notification of Indian parents and tribes of state proceedings involving Indian children and their right to intervene.
2. Placement preferences of Indian children in foster care, pre-adoptive and adoptive homes.
3. Active efforts to prevent the breakup of the Indian family when parties seek to place a child in foster care or for adoption.
4. Tribal right to intervene in state proceedings or transfer proceedings to the jurisdiction of the tribe.

Efforts to Improve Compliance with the Indian Child Welfare Act
To improve compliance with the Indian Child Welfare Act during the 2010-2014 Child and Family Services Plan period, DHS Native American Affairs, under the auspices of the DHS tribal consultation agreements, the Tribal State Partnership, tribes and urban Indian organizations developed action plans and goals including:
- Indian Child Welfare Act training for new workers and supervisors.
- Native American Affairs policy enhancement and upgrades.
- Indian Child Welfare Act case management tool development.
- Codification of Indian Child Welfare Act in Michigan law.
- Recruitment of Indian foster care homes.
- American Indian/Alaska Native specific foster care client and home resources. Verification of licensed American Indian/Alaska Native foster care homes policy.
- Background Investigation/Fingerprinting reimbursement for tribes/tribal members.
- Indian Child Welfare Act case review tool development for CPS and foster care.
- Kent County Project 515 Privatization Plan development.
- Federally funded IV-E Indian Child Welfare Act cases reviewed by state court permanency planning hearings annually.
- Tribal case reviews under tribal jurisdiction per respective tribal codes.
- Creation and posting of American Indian/Alaska Native licensed foster care homes.

Analysis: While it was intended that case reviews of Indian child cases would be completed by 2013, the original Indian Child Welfare Act case read tools were not completed and the
department initiated a quality service review that replaced the tool in 2013. Therefore, a definitive baseline for tribal notice, placement priorities, active efforts and tribal intervention was not available.

Another factor that mitigated the strength rating during this period was a number of reversals of lower court decisions on Indian child welfare cases between 2008 and 2013. In 2013, there were nine such appeals in which eight contested lack of notice and one contested active efforts. Of the nine cases, four lower court decisions were upheld; one was reversed and four were conditionally reversed.

SWSS data 2010 – April 30, 2014 did not capture data on the four Indian Child Welfare Act requirements conclusively, and therefore created data barriers to accurately measure compliance. MiSACWIS, released on April 30, 2014, will allow collection of Indian Child Welfare Act compliance data on individual cases and provide a baseline from which to measure current and future efforts.

Michigan Indian child welfare data for 2013:
- DHS supervised 240 child welfare cases (in-home and out-of-home).
- DHS served 47 children eligible for adoption.
- DHS had 55 youth eligible for Youth in Transition services.
- DHS had 78 licensed foster homes.
- DHS served 32 juvenile justice cases.

Source: DHS Data Management Unit.

Tribal representatives have stated their belief that the above data under-reports the number of Indian children and families served. The Office of Native American Affairs and the Division of Continuous Quality Improvement will meet to explore this discrepancy and strategize how to improve the accuracy of data reports on Indian children and families.

Native American Affairs and Tribal Collaborative Partnerships in 2013
- Michigan Tribal Social Service Directors’ Coalition (Indian child welfare).
- Tribal health directors (emergency preparedness).
- Tribal child care directors (child care and Early Head Start/Head Start).
- Tribal chairpersons (tribal consultation).
- Tribal attorneys and judges (Indian child welfare and tribal court relations).
- Urban Indian organization directors (Indian child welfare and contract services).
- American Indian placement agencies (Indian child welfare).
- State historic tribes (Indian child welfare).
- Indian outreach workers and supervisors (Indian Outreach Services).
- Federal tribal program coordinators/consultants (Indian child welfare, Indian education, emergency preparedness and tribal consultation).
In addition, Michigan signed a memorandum of understanding for provision of Youth in Transition services with the following tribes or communities:

- Bay Mills Indian Community.
- Hannahville Indian Community.
- Pokagon Band of Potawatomi Indians.
- Saginaw Chippewa Indian Tribe of Michigan.

For more information, please visit [www.michigan.gov/americanindians](http://www.michigan.gov/americanindians).

**Attachments:**

- Michigan’s 2013 Tribal Consultation Plan Update is itemized in Attachment F.
- Michigan Indian Family Preservation Act can be found in Attachment G.
- A listing of tribal directories with contact information is included in Attachment H.
- Copies of the memoranda of understanding can be found in Attachment I.

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**CHILD WELFARE WAIVER DEMONSTRATION PROJECT**

In September 2012, DHS was granted a waiver under Section 1130 of the Social Security Act to implement a five-year child welfare demonstration project. DHS implemented the project, Protect MiFamily, in August 2013 in Kalamazoo, Macomb and Muskegon counties. The target population includes families with children from birth through age five determined by CPS to be at high or intensive risk for maltreatment and that reside in a participating county. Both Title IV-E-eligible and non-eligible children may participate.

Participating counties will use Title IV-E flexibility to expand secondary and tertiary prevention services to improve outcomes for children and families. The demonstration project seeks to reduce maltreatment and out-of-home placement, while improving parental capacity and child well-being. Contracts were awarded to three private agencies to engage families in an enhanced screening, assessment and in-home case management model for a 15-month period, coupled with access to an array of family support services.

Title IV-B funds are used to maximize the use of flexible Title IV-E dollars in the demonstration in the following ways:

- Protect MiFamily Title IV-E waiver funded services rely, in part, on the availability of community programming and services funded through Title IV-B. These funds provide supportive services in demonstration counties and support families in improved parenting behaviors and the maintenance of new skills. It is anticipated that the IV-E waiver may stimulate innovation in the development of local family support services and preservation activities that are eligible for Title IV-B reimbursement.
Michigan’s Title IV-E waiver utilizes an experimental research design in which families are referred to treatment and control groups. Services funded through Title IV-B are provided to families selected for the control group, such as Families Together Building Solutions, Wraparound, parent support groups and parenting skills training.

Title IV-B funded services may also be employed as step-down services, should a family served through the waiver require ongoing support.

To maximize fully the amount of Title IV-E funds available to the state, Michigan will consider using the reinvestment monies (accumulated because of cost savings) to support only child welfare activities eligible for both Title IV-E and IV-B reimbursement. A priority will be placed on investing cost savings to prevent child abuse and neglect, preserving and reuniting families and promoting safety.

The Protect MiFamily project is consistent with the DHS Child Welfare Mission and Vision. It integrates the goals and objectives of the Child and Family Services Plan by:

- Enhancing services and supports to the populations at greatest risk of maltreatment.
- Addressing families’ basic needs and focusing resources on the most vulnerable.
- Providing evidence-based services when feasible.
- Engaging families as partners.
- Keeping children safely in their own homes.
- Reducing abuse and neglect.
- Improving the well-being of children.
- Improving family functioning.
- Implementing continuous quality improvement.
- Evaluating program effectiveness on established outcomes.

DHS contracted with an independent evaluation team to determine the effectiveness of the demonstration using an experimental design. Interim and final evaluation reports will include process, outcome and cost benefit analyses. As required, the state will ensure the savings resulting from the waiver demonstration will be used for the provision of child welfare services.

**Update for 2014**

- Since the implementation of Protect MiFamily in August 2013, 559 cases were randomized as of March 21, 2014. Of these:
  - 167 cases were selected as experimental families.
  - 67 cases were assigned to the control group.
  - 59 cases are CPS Category II cases and eight are CPS Category IV cases.
- DHS submitted the first semiannual progress report in March 2014.
- A survey for Protect MiFamily workers and supervisors was developed and implemented in March 2014 to identify service needs and barriers.
The DHS service delivery strategy emphasizes utilizing families and their natural supports to help keep families together. The programs provided under the community-based services umbrella incorporate federal Child and Family Services Review standards. Three examples of community-based program funding sources that allow local DHS offices to contract for services designed to keep children safely in their home are:

1. Strong Families/Safe Children, Michigan’s Title IV-B(2) program.

Through statewide allocation, DHS funds two evidence-based intensive family service models:

- Families First of Michigan.
- Family Reunification Program.

Families First of Michigan and the Family Reunification Program are core components of the DHS child welfare continuum. These services reduce abuse and neglect to prevent removal and help reunify children in foster care with their families.

**Title IV-B(2) Promoting Safe and Stable Families**

Strong Families/Safe Children is Michigan’s statewide implementation of the federal Title IV-B (2) program. DHS is the designated state fiduciary for these funds and provides program support. Michigan allocates the funds annually to 83 counties for community-based collaborative planning and delivery of the following:

- Family preservation services.
- Family support services.
- Time-limited reunification services.
- Adoption promotion and support services.

Federal legislation and state program standards direct that services be provided for the following purposes:

- To keep children safe in their home and prevent the separation of families.
- To prevent child maltreatment.
- To promote family strength and stability.
- To return children in foster care to their families in a safe and timely manner.
- To promote and support adoption from the foster care system and help families maintain permanency.

**Strong Families/Safe Children Program Goals**

The desired outcomes from services funded by Strong Families/Safe Children are positive changes for children and families in the form of child safety, permanency and improved family functioning. The specific service goals and objectives were determined locally for each service.
contract. Outcome data was manually reported at the end of the fiscal year by DHS local offices with their community collaborative. This data was then compiled for reporting on the aggregate goal measures for the program. The Strong Families/Safe Children aggregate measures for local service outcomes were:

- Seventy-five percent of all reported local service outcomes will be achieved.
- Seventy-five percent of local service outcomes targeting child safety will be achieved.
- Seventy-five percent of local service outcomes targeting permanency will be achieved.
- Seventy-five percent of local service outcomes targeting improved family functioning will be achieved.

**2013 Strong Families/Safe Children Local Service Outcomes Reported by County Offices:**

- Eighty-one percent of all reported local outcomes were achieved.
- Eighty-two percent of local outcomes targeting child safety were achieved.
- Seventy-nine percent of local outcomes targeting permanency were achieved.
- Eighty percent of local outcomes for improved family functioning were achieved.

The program exceeded the aggregate goals through local delivery of the following services.

**Family Preservation-Placement Prevention Services**

These services help families at risk or in crisis including:

- Alleviating concerns that may lead to out-of-home placement of children.
- Maintaining the safety of children in their own homes when appropriate.
- Providing follow-up care to families to whom a child has been returned from placement.
- Supporting families preparing to reunite or adopt.
- Assisting families in obtaining culturally sensitive services and supports.

The services provided were in the form of:

- Parent aide or homemaker services.
- Parenting education.
- Wraparound coordination.
- Families Together Building Solutions.
- Crisis counseling.

Services were targeted to parents or primary caregivers with minor children who have an open foster care, juvenile justice or CPS category I, II or III case.

**Time-Limited Reunification Services**

These services are provided to children placed in foster care and their primary caregivers to facilitate reunification safely within the 15-month period from the date the child entered foster care. The services provided include:

- Individual, group and family counseling.
- Substance abuse treatment.
• Mental health services.
• Assistance to address domestic violence.
• Therapeutic services for families.
• Transportation to and from services.
• Wraparound coordination.
• Supportive visitation.
• Parent partners peer mentoring.

**Adoption Promotion and Support Services**
Services that encourage adoption from the foster care system include pre- and post-adoptive services that expedite the process and support adoptive families. The services provided include:
- Adoptive family counseling and post-adoption services.
- Relative caregiver support services.
- Wraparound coordination.
- Foster and adoptive parent recruitment and support services.

**Family Support Services**
Family support services promote the safety and well-being of children and families and:
- Increase family stability.
- Increase parent confidence.
- Provide a safe, stable and supportive family environment.
- Strengthen relationships and promote healthy marriages.
- Enhance child development.

The services provided were in the form of:
- Family advocate or family mentoring services.
- Healthy Families programs.
- Parenting/life skills.
- Home-based family support services.
- Families Together Building Solutions.
- Mentoring programs for youth.

Family support services were delivered to parents or primary caregivers responsible for the care and supervision of children with:
- An open foster care, juvenile justice or CPS Category I, II or III case.
- A DHS child welfare case that has closed in the past 18 months.
- A CPS investigation in the past 18 months.
- Three or more rejected CPS complaints.

**Title IV-B(2) Percentages**
Federal reporting percentages in fiscal year 2013 were:
- Family preservation placement prevention, 29.6 percent.
• Family support, 27.6 percent.
• Time-limited reunification, 20.0 percent.
• Adoption promotion and support, 18.5 percent.
• Administrative costs, 4.3 percent.

The above percentages reflect 2013 expenditures for the total Title IV-B(2) grant and include other expenditures in addition to Strong Families/Safe Children services. Some Title IV-B(2) funds assisted with statewide post-adoption counseling services. A Families Together Building Solutions–Pathways pilot was initiated in Wayne, Oakland, Genesee and Saginaw counties.

**Child Protection Community Partners - not Title IV-B(2) funded**
This program provides funding for services to children of families at low to moderate risk of child abuse or neglect. The purpose of the funding is to:
- Support prevention and early intervention programs.
- Reduce the number of re-referrals for substantiated abuse and neglect.
- Improve the safety and well-being of children.
- Improve family functioning.

Services contracted with these funds included:
- Parenting education.
- Parent aide services.
- Wraparound coordination.
- Counseling.
- Prevention case management.
- Flexible funds for individualized needs.

**Child Safety and Permanency Plan - not Title IV-B(2) funded**
Funding is provided for services to families with children who are at imminent risk of removal for abuse and/or neglect or families with children in out-of-home placement. Funding can help reduce the length of time a child is in out-of-home placement through the provision of services to the family. The purpose of the funding is to:
- Keep children safe in their homes and prevent the unnecessary separation of families.
- Return children in out-of-home care to their families in a safe and timely manner.
- Provide safe, permanent alternatives for children when reunification is not possible.

Purchased services included:
- Counseling.
- Parenting education.
- Parent aide services.
- Wraparound coordination.
- Families Together Building Solutions.
- Flexible funds to meet identified needs.
Families First of Michigan - not Title IV-B(2)-funded
Families First of Michigan is a statewide home-based, intensive intervention service model supporting CPS, foster care, adoption and juvenile justice programs. The purpose of the service model is to:

- Keep children safe in their own homes and prevent foster care placement.
- Return children to their families in a safe and timely manner.
- Provide enhanced safety for children in the home.
- Defuse the potential for violence within the family.

Examples of intervention services the service model provides are:

- Parenting skill modeling.
- Budgeting.
- Housekeeping.
- Counseling.
- Advocacy.
- Connecting families with community resources.

Client Eligibility Criteria
The Families First of Michigan program accepts referrals for families with children at imminent risk of out-of-home placement. Designated domestic violence shelter programs may make referrals for families with children at risk of homelessness due to domestic violence. The program also accepts referrals from the child welfare staff of Michigan’s 12 federally-recognized Native American tribes. Agencies that provide services to tribal children and families must ensure cultural competence in program intervention.

Goal: DHS will work toward increasing the success rate of the program beyond the evaluation criteria that states that 75 percent of families will retain custody of their children one year after intervention without further abuse or neglect.
Status: Eighty-eight percent of the families continued to have their children in their home 12 months after the intervention ended.

Program Utilization
Families First of Michigan served 3091 families in 2013.

Family Reunification Program - not Title IV-B(2)-funded
The Family Reunification Program is an intensive, in-home service model that enables children in out-of-home placement to return to their permanent family home. The service is available in 41 counties that serve nearly 90 percent of Michigan’s child welfare population. Services may begin as early as 30 days prior to the return of children to their permanent family home.
Client Eligibility Criteria
The Family Reunification Program is available to families who have a child in out-of-home placement due to abuse or neglect. Out-of-home placement includes:

- Residential treatment.
- Family foster care.
- Group family foster care.
- Relative placement.
- Psychiatric hospitalization.

**Goal:** Assess expansion into additional service areas.

**Status:** In 2013, the Family Reunification Program was expanded to 15 additional counties.

Program Utilization
The Family Reunification Program served 785 families in 2013.

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**PERMANENCY: FOSTER CARE**

Michigan’s foster care program serves children judicially ordered into the supervision of DHS who are temporary court wards or permanent state wards. The placement goal of foster care is to provide a safe and stable home until the children can be safely returned to their birth parents, adopted or placed in another permanent living arrangement. The safety and support of children remains a focus for Michigan. Achievement of an appropriate permanency goal for each foster child within the Adoption and Safe Families Act time requirements is the desired outcome. The foster care program provides case management to children placed out-of-home and their families.

Child Welfare Practice
The foundation of Michigan’s child welfare reform is illustrated through the MiTEAM practice model. The MiTEAM model incorporates family engagement, family team meetings and concurrent planning into a unified practice model for child welfare. The model focuses child welfare staff on the key skills of teaming, engagement, assessment and mentoring when working with a family, from CPS intervention through case closure. The goals of MiTEAM are to:

- Establish a unified approach that:
  - Provides for consistency in practice.
  - Clarifies roles and expectations for staff.
  - Informs policy, training and quality assurance.
  - Explains how child welfare intervention and services are delivered to families.

- Improve Michigan’s outcomes in:
  - Timeliness and permanency of reunification.
  - Assessing and addressing the needs of children, parents and foster parents.
  - Making diligent efforts to involve parents and children in case planning.
  - Eliminating the recurrence of maltreatment.
o Eliminating child abuse or neglect in foster care.
• Focus reform efforts on principles of good practice rather than process compliance.
• Encourage family-driven decisions.

**Safety**
DHS policy directs staff to assess potential placements prior to placing a child in an unrelated foster or relative home. The caseworker evaluates the family’s ability to meet the child’s needs when considering the demands of other children in the home.

Michigan uses daily-automated central registry clearances for “named caregivers” that immediately report if a caregiver has been identified as a perpetrator of abuse or neglect. An automated process performs monthly screening of “named caregivers” for arrests and criminal convictions. Caseworkers conduct criminal history and central registry checks for other adult household members quarterly and document the results.

DHS completed a pilot in 2012 in eight counties that required CPS and foster care supervisors to complete at least one field visit with each caseworker per quarter. This allowed supervisors to assess the skills of their caseworkers, provide feedback at critical points, build strong working relationships with staff and monitor their decision-making and engagement skills.

**Status:** Several of the pilot counties continue to have supervisors complete at least one field visit with each caseworker per quarter. In addition to supervisor shadowing, peer coaches conduct a minimum of 10 staff observations to support skill development, provide feedback and mentor to enhance skills.

**Permanency**
Community involvement and partnership with the courts, universities, private providers and child welfare advocates is essential to reduce the number of children awaiting reunification, adoption, guardianship or permanent placement with a fit and willing relative. The following action steps are being implemented to address and strengthen permanency:

• A data management unit provides essential statistical information to all 83 counties.
• Permanency resource monitors focus on finding permanency for children who have been in foster care for long periods.
• Permanency forums were institutionalized to provide system-wide updates and promote solutions.

As part of the MITEAM model, DHS implemented family team meetings. These are family-centered planning sessions to guide decisions concerning a child’s safety, placement and permanency. In family meetings, information is shared by caregivers to identify relatives, absent parents and supportive adults for older youth.

Concurrent—rather than sequential—permanency planning is family-centered, child-focused and community-based to maintain children safely in their homes. When this is not an option, the goal is to transition from foster care to the security of a permanent family. Concurrent
permanency planning holds promise for expediting family reunification or another permanency goal through the structured, focused and respectful involvement of parents, family and team members early in the planning process.

**Technical Assistance Provided to Counties and Local and Regional Entities**

Reunification alerts are available to field staff for review at any time. Caseworkers and supervisors use the tool as a reminder to initiate family team meetings to discuss case planning, strengths and barriers to reunification.

DHS implemented monthly supervisor/worker meetings to prompt a regular review of the progress of each case on the workers’ caseloads. Supervisory tools were developed to enhance meetings and guide discussion on the proper use of the structured decision-making tools. **Status:** The supervisor tools were implemented in foster care policy in 2013 and continue to be revised based upon feedback from supervisors.

**Relative Search and Placement**

Engaging families in family team meetings encourages relatives to become involved early in the case planning process. Michigan is helping relative caregivers become licensed. The Bureau of Children and Adult Licensing grants variances for non-safety standards, when possible, to overcome barriers relatives may encounter.

**Licensure of Relatives**

Licensing relative providers remains a priority for DHS. Caseworkers advise relative caregivers of the advantages of becoming a licensed foster care provider and provide the relative with the Relative Agreement for Placement and Licensure form. The form documents that the caregiver discussed licensure with the caseworker, and whether the caregiver agrees to become licensed foster placements. Private placement agencies receive financial incentives from DHS for licensing relatives.

**Goal:** DHS will continue to increase the number of relatives licensed through informing them of the benefits of licensure and assisting them with the process. **Status:** In fiscal year 2013, the state licensed 832 relatives. As of February 28, 2014, 292 relatives were licensed in fiscal year 2014.

**Financial Resources to Assist with Structural Barriers to Licensure**

The Michigan Legislature allocated $375,000 annually in the last five years to eliminate barriers to licensing that include home repairs, medical statements, beds and smoke detectors. In 2013, over 200 relatives used this fund to assist with licensure. The Bureau of Children and Adult Licensing may allow variances to licensing rules for non-safety standards on a case-by-case basis. In addition, $2.5 million has been allocated annually since 2008 to support private agencies to assist in licensing relative caregivers.
Technical Assistance Provided to Counties and Local and Regional Entities

Technical assistance provided focused on the implementation of MiTEAM case practice concepts and skills during the placement decision-making process. Primary focus was given to the engagement and assessment of relative placements during the licensure/waiver process. Technical assistance was provided in the following venues:

- Monthly supervisory conference calls.
- Business service center analyst meetings.
- Quarterly regional private agency director meetings.

Conference calls were also held with the agency directors and the licensing staff to review DHS policy, FOM 722-3 Foster Care Placement and Replacement “Placement with Relatives,” to engage relatives in the assessment process. In August 2013, a communication was issued that provided information to staff on the critical nature of placement planning for children. Foster care navigators answered prospective foster parents’ questions, assisted in obtaining documentation and served as liaisons between prospective foster parents and licensing workers. The Bureau of Children and Adult Licensing provides data and technical assistance to assist in identifying and resolving barriers and reduce the length of time to licensure.

Well-Being
Concurrent Permanency Planning
Concurrent planning will expedite permanency for Michigan’s children. Key features include:

- Family search and engagement through family team meetings.
- Collaboration between birth and foster families to develop reunification plans.
- Frequent parenting time to support relationships and reduce the impact of separation.
- Concentrating services early in the case to assist family reunification.
- Establishing a back-up permanency plan if reunification is not possible.

Technical Assistance Provided to Counties and Local and Regional Entities

Status: Implementation of MiTEAM continued in 2013. Implementation consists of training, communication between internal and external partners and staff, technical assistance and updating the materials based on observations and feedback. Case planning for new foster care cases with a goal of reunification will continue using assessments, relative search, front-loading services, family team meetings and parent/child contact. Identification of a concurrent goal is required prior to completion of the first updated service plan, rather than within 30 days after removal. When a concurrent goal is needed, a family team meeting is conducted to discuss:

- The safety plan for the child.
- Case progress.
- Timelines and expectations to achieve permanency.
- Identification of a concurrent permanency goal.
- Placement (stability, support services, permanency).
Concurrent planning focuses on making correct decisions at the initial placement through:

- Utilizing the team meeting process, relative search and engagement.
- Full disclosure of short- and long-range permanency plans and timelines for case progress to assist providers in making informed decisions.
- Parent/child contact guidelines to maintain their bond, engage the parent with child rearing, and minimize the effects of separation on children.
- Local contracts in pilot counties for visitation supervisors to allow additional visitation.
- Transportation to assist with increased visitation expectations.
- Visitation at varied locations and events to facilitate increased contact.

MiTEAM updates and clarifications are provided on an ongoing basis through monthly supervisor phone conferences and communication issuances. MiTEAM staff provides technical assistance through participation in meetings, focus groups, conference calls and observation.

In 2013, DHS, stakeholders and the Center for the Support of Families held several meetings on key practice areas of engagement, assessment, case planning, intervention and placement planning to develop enhanced teaching and practice materials. These meetings informed the development of the MiTEAM Implementation Manual. The MiTEAM Implementation Manual provides guidance for how to implement elements of the model, key requirements and resources to support implementation. To focus efforts on systemic improvements, the enhanced MiTEAM is being implemented in a phased, integrated approach by starting in three champion counties beginning June 2014.

**Activities to Reduce the Length of Time Children under Five are in Foster Care**

Addressing the causes of placement and achieving permanency for children under 5 as quickly as possible are the basis for efforts in the state to provide services to infants, toddlers and young children and their families. In addition, the vulnerability of children under 5 to long-term effects of stress and trauma, as well as resiliency of children in this age group emphasizes the importance of providing targeted and effective services. The MiTEAM model, with its emphasis on concurrent permanency planning and diligent relative search and engagement, ensures prompt service delivery and increased parental contact that supports bonding and facilitates reunification or placement with a permanent family. Other activities, not exclusive to this age group, that help find permanent families for legally free children include:

- Extreme Recruitment.
- Project 340.

Other individually targeted services provided during the reporting period to children under the age of 5 include the Infant Foster Care Unit and Baby Court, described below.

**Infant Foster Care Unit**

Western Michigan University received a grant with Kalamazoo County DHS to pilot foster care services with a focus on younger children that is compatible with MiTEAM. The three agencies
in Kalamazoo County that provide foster care services also provide caseworkers to collaborate in the Infant Foster Care Unit. Incredible Years, an evidence-based parent education program, is delivered to parents and foster parents. Implementation includes:

- The unit staff are trained in the developmental stages and risk for babies and equipped to make informed decisions about placements.
- Ongoing collaborative meetings between caseworkers and supervisors of public and private foster care agencies are held to discuss infant/toddler foster care issues.
- Presentations are made to the courts from Kalamazoo Regional Educational Service Agency, Infant Mental Health and DHS on infant/toddler needs.
- Implementation of the Ages and Stages Questionnaire occurs as a routine part of infant/toddler visits to assess children and train workers on child development.
- Collaboration that occurs with a literacy program through public schools and serves all ages.

In 2013, the coalition implemented six Incredible Years parent sessions, serving approximately 44 children and 54 adults. As of January 2014, preliminary results were very promising. Participants were demonstrating improved parenting skills as measured by the Adult Adolescent Parenting Inventory.

**Baby Court**
The Baby Court pilot is a specialized docket that addresses abuse/neglect cases in which infants and young children are under court and DHS supervision. The goal is to assure permanency as quickly as possible through reunification or termination of parental rights. Genesee County implemented a baby court and DHS has evaluated initial results of implementation. The county identified the following outcomes for the parents and children who participated in the initiative:

- One hundred percent of children received a developmental screening.
- Seventy-five percent of children had custody rights returned to at least one parent.
- Eighty-three percent of children did not re-enter foster care after the program.
- More children were reunified with their parents compared to groups that did not participate in the program (75 percent vs. 62 percent).

In addition, the Wayne County Baby Court was implemented to improve outcomes for very young children. The Wayne County Baby Court has a presence at both district offices. In 2013, four trainings were conducted for therapists, caseworkers, judges and attorneys. Outcome data is being analyzed.

**Results of Activities to Reduce the Time in Foster Care for Children under 5**
Since 2010, Michigan has significantly reduced the number of children in foster care under the age of 5, from 10,828 in 2010, to 9,388 in 2014, a drop of 14 percent. The vast majority of those children have a permanent family to which reunification or adoptive placement is planned. As
of March 2014, there were 16 children under the age of 5 in foster care without a permanent family. Michigan continues to make diligent efforts to find permanent homes for those children.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>24</td>
</tr>
<tr>
<td>2013</td>
<td>16</td>
</tr>
<tr>
<td>2014</td>
<td>16</td>
</tr>
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</table>

Demographic Information on Children under the Age of 5 without a Permanent Family

Demographic information on the 16 children under the age of 5 without an identified permanent family in 2014 is shown in Attachment J.

Method of Identifying and Tracking Children to Ensure Timely Permanency

Although not exclusive to serving children under age 5, Reunification Alerts and Adoption Alerts are an important tool to track the length of time infants, toddlers and young children are in foster care. To assist counties in identifying and tracking children to ensure timely permanency, the Reunification Alert and Adoption Alert reports list all children in care for seven months or longer, as well as children legally free for adoption. Supervisors utilize the reports during caseworker consultations to discuss service provision, progress and barriers to goal achievement. Family team meetings are required quarterly to engage the parent and caregiver and ensure the child’s developmental, emotional and behavioral needs are met.

The Adoption Alert is displayed in MiSACWIS as a reminder to the caseworker that review of the case is required when a child is in adoption status for three months with no identified family. Case reviews are required at six, nine and 12 months in foster care if the child still does not have an identified family. Permanency resource monitors track these cases and conduct the adoption reviews.

Provision of Developmentally Appropriate Services to Children Under 5

From 2010 through 2014 and continuing, Michigan ensures that age and developmental status are primary considerations in determining needs and targeting services to children by developing or utilizing strategies that, although not exclusive to children under 5, nevertheless are key in determining appropriate services for children’s individual developmental needs. These strategies and services are described below:

- Priority response to allegations of abuse and neglect.
- Policy requirements and licensing rules.
- Early periodic screening, diagnosis and treatment.
- Foster Care Supportive Visitation/In-Home Parent Education.
- Michigan’s child welfare demonstration project, Protect MIFamily.
Priority Response to Allegations of Abuse and Neglect
The priority response to allegations of abuse and neglect is determined by assessments that use structured decision-making tools, the Child Assessment of Needs and Strengths, and the Family Assessment of Needs and Strengths, in which children’s needs and strengths are considered across several life domains to determine risk and safety factors. Age and developmental status are among the factors considered in assessing each child's vulnerability.

Policy Requirements for Working with Infants, Toddlers and Young Children
The MiTEAM case practice model ensures each child receives services that meet his or her emotional and developmental needs and has a permanent family identified as early as possible. In MiTEAM concurrent planning policy, Michigan established parenting time requirements specific to infants and young children:
- Children ages 0 to 2 years: minimum of three visits per week.
- Children ages 3 to five years: minimum of two visits per week.

Foster care policy and foster home licensing rules require that children shall not be placed in a foster or relative home if it will result in more than three foster children in the home. Also prohibited is the placement of children in the home if the total number of children in the home exceeds six, including the foster family's birth and adopted children. Licensing rules prohibit more than two children under 1 year of age in a foster home.

Early Periodic Screening, Diagnosis and Treatment
To address the physical and developmental health needs of infants, toddlers and young children, Michigan has collaborated with Medicaid health plan providers to ensure each child receives early periodic screening, diagnosis and treatment services. In addition, the Department of Community Health developed the Trauma Initiative to ensure a trauma-informed behavioral health system is provided for children and families. The Department of Community Health is providing training to its Community Mental Health service providers as part of this initiative.

Foster Care Supportive Visitation/In-Home Parent Education
Michigan recognizes that swift and safe reunification is essential to preserving and promoting parent-child bonding and responsive relationships of infants, toddlers and young children with their parents. The Michigan Legislature allocated funds to develop and implement Foster Care Supportive Visitation/In-Home Parent Education contracts in 2013. The program is based on psycho-educational and cognitive-behavioral approaches to learning and provides individualized parent-child visits. In these approaches, awareness, understanding, acceptance and the conscious replacement of old thought and behavior patterns are emphasized. Seven contracts were implemented, serving 44 counties. As of December 2013, there had been 210 families served.

Protect MIFamily
Michigan’s child welfare demonstration project, Protect MIFamily, is designed to increase child safety, strengthen parental capacity and improve child well-being. It is expected that the
demonstration will result in a reduction in child maltreatment and recidivism, a decrease in the number of young children placed in out-of-home care and an increase in social and emotional well-being of infants, toddlers and young children.

**Training and Supervision of Caseworkers and Caregivers**

During pre-service training, all newly hired or promoted caseworkers receive information on MiTEAM, concurrent permanency planning, parent-child visits and the impact of out-of-home placement for children at different developmental stages. Training is provided on:

- Attachment and separation.
- Grief and the expected symptoms and behaviors.
- Child and family assessment, including the importance of parenting time.

Licensing staff train foster parents in the practice model philosophy, which includes mentoring families. DHS policy requires that all cases are discussed a minimum of once each month in caseworker supervision. In practice, the vast majority of cases are discussed by supervisors with caseworkers multiple times each month. The state is beginning to train child welfare staff on the evidence-based conceptual framework of Strengthening Families through Protective Factors. This approach has been shown to improve outcomes for children from birth to age 5.

**Fetal Alcohol Spectrum Disorder Task Force**

In 2013, the Michigan Fetal Alcohol Spectrum Disorder Task Force members continued to work on the goals identified in the 2012-2014 strategic plan. The goals are:

- To assist youth ages 16 to 26 with a fetal alcohol spectrum disorder in making a successful transition to adulthood.
- To empower adults with a fetal alcohol spectrum disorder to reach their potential, avoid pitfalls and prevent secondary disabilities.
- To develop resources to assist individuals age 16 and older with a fetal alcohol disorder to reach their full potential.

A fetal alcohol spectrum disorder conference was held on September 12, 2013 in Ann Arbor. DHS provided financial support as a sponsor for the conference.

**Services to Meet Children’s Education Needs**

Educational stability is crucial in improving educational outcomes for children in foster care. To ensure educational needs of children are considered, policy requires coordination with school personnel. Children entering foster care or changing placements remain in their schools of origin when it is possible and in the child’s best interest.

**Technical Assistance Provided to Counties and Local and Regional Entities**

Michigan completed the following activities to support education policy requirements:

- The Office of Workforce Development and Training addresses education policy in pre-service and program-specific transfer training.
Fourteen DHS education planners are trained in policy requirements and how to access McKinney-Vento resources for when children enter foster care or move from one placement to another. The education planners developed training with school and DHS child welfare staff on foster care education policy and roles.

- The education planners work one-on-one with youth ages 14 and older by assisting with educational goals. During the six-month period of April 1, 2013 through September 30, 2013:
  - 843 youth were assisted by an education planner.
  - Referrals for 686 youth were made by foster care workers.
  - The most common reason for referral was to maintain the youth in the school of origin or assistance with transportation.
  - Other common reasons for referral were special education assistance, enrollment/record transfer and post-secondary preparation.
  - Seventy-four youth working with education planners received their high school diploma prior to their foster care case closing. Nine youth received a General Education Development certificate prior to case closure.

DHS goals include developing an education passport for foster children and improving transportation options for children attending out-of-district schools. An education passport was drafted and the Michigan Department of Education was asked to review the draft.

- The education passport will not be included in the initial rollout of MiSACWIS, but will be released later.

Michigan’s goals include data sharing across systems and involving colleges and universities in developing programs for youth in care.

Nine colleges have campus-based support programs specifically for youth that have experienced foster care. These colleges are:

- Baker College of Flint.
- Eastern Michigan University.
- Ferris State University.
- Michigan State University.
- Saginaw Valley State University.
- University of Michigan – Ann Arbor.
- University of Michigan – Flint.
- Wayne State University.
- Western Michigan University.

All nine colleges receive support from DHS, either in the form of a contract for program services or an allocation of a DHS liaison position.

In January 2013, the Uninterrupted Scholars Act was signed. It amends the Family Educational Rights Privacy Act to eliminate obstacles to information sharing between education and child welfare agencies. The legislation allows schools to release education records to child welfare workers without parental consent or a court order.

DHS met with the Department of Education to ensure the legislation change is communicated to education and child welfare staff.
The DHS-942, Education Release form was developed. This form can be used by workers to obtain information from a youth’s education file. Information can only be obtained for enrollment in the new school or general case planning.

**Extension of Foster Care to Age 21**
Policy to support the extension of foster care to age 21 became effective in April 2012. Youth may voluntarily remain in foster care if they are in job training or college, are employed or have a medical condition that prevents them from participating in education or employment. Extending foster care to age 21 offers supportive services and financial benefits that include:
- Extension of foster care payments to youth or caregivers.
- Continued oversight by DHS caseworkers to ensure the youth’s needs are addressed.
- Counseling services.
- Continued health care coverage.
- Training in independent living skills.
- More time to finish high school and pursue vocational or secondary education.

Youth participation in the Young Adult Voluntary Foster Care Program continues to increase monthly. As of December 31, 2013, 806 youth were approved for the program since implementation.

**Credit Reports for Youth in Foster Care**
Policy was implemented that requires caseworkers to assist youth to obtain annual credit reports. As of March 24, 2014, 1,267 total reports have been run by central office since implementation. One thousand and seventy-six (85 percent) of youth did not have a credit report and 191 (15 percent) youth had reports. If a youth has a credit report, the caseworker must review the findings with the youth and assist him or her to identify and address discrepancies. DHS continues to run reports for youth ages 16 and 17 in central office and has contracts with three credit-reporting agencies to run electronic reports for youth. For individuals 18 to 21, caseworkers assist the individuals to obtain a copy of their credit reports from annualcreditreport.com.

**Child and Family Services Plan Goals and Objectives for Foster Care**
Michigan adopted Child and Family Services Review outcomes and benchmarks established from the modified settlement agreement as goals and objectives for the foster care program. Results of the Child and Family Services Plan goals and objectives for foster care can be seen in Attachment K.

**MONTHLY CASEWORKER VISITS**

Michigan continues to improve the rate of children in foster care visited by their caseworkers every month, exceeding the federal goal. Michigan used the federally
approved sampling methodology on monthly caseworker visits. The target and Michigan’s performance for the percentage of children visited each month by fiscal year is:

- 2010: 70 percent. Michigan achieved 70.9 percent.
- 2011: 90 percent. Michigan achieved 83.8 percent.
- 2012: 90 percent. Michigan achieved 96.4 percent.
- 2013: 90 percent. Michigan achieved 94.7 percent.

Michigan continues to exceed the federal goal of achieving at least 50 percent of the number of monthly visits made by caseworkers to children in foster care occurring in the child’s residence. The percentage of children visited in their residence by fiscal year is:

- 2010: Michigan achieved 85.4 percent.
- 2011: Michigan achieved 84.6 percent.
- 2012: Michigan achieved 85.3 percent.
- 2013: Michigan achieved 88.2 percent.

Michigan’s standard for the frequency of caseworker visits for children in foster care under the responsibility of the state exceeds federal standards. Current foster care policy is as follows:

- The caseworker must have at least two face-to-face contacts per month with the child for the first two months following an initial placement or placement move. The first face-to-face contact must take place within five business days from the date the case is assigned or within five business days of the placement move. At least one contact each month must take place at the child’s placement.
- Subsequently, the caseworker must have at least one face-to-face contact with the child each calendar month. One contact each month must occur at the child’s placement.
- Each contact must include a private meeting between the child and the caseworker.

The topics listed below must be discussed with the child at each visit. The child’s perception of the following issues and concerns must be documented in the case service plan:

- Child’s feelings/observations about the placement.
- Education.
- Parenting time.
- Sibling/relative visitation plans.
- Extracurricular/cultural activities/hobbies since last visit.
- Permanency plan.
- Medical, dental and mental health.
- Any issues or concerns expressed by the child.

**Goal:** Michigan will report monthly caseworker visit data each year by December 15. **Status:** DHS continued to improve monthly caseworker visitation rates. Michigan’s accomplishments that enhanced the rate and quality of caseworker-child visits and strengthened child safety and well-being include:

- Reduction in caseload size of foster care workers and supervisors.
• Modification of CPS, foster care, juvenile justice and adoption policy to enhance caseworker visits.
• Improvement in the accuracy and timeliness of contact documentation.
• Implementation of an interface into the state data system for private agency caseworkers to enter caseworker visitation data (SWSS Web).
• Creation of management reports to assist supervisors to monitor the frequency and location of caseworker-child visits and the timeliness of entering visitation data.
• Modification of the data collection process to ensure every visit made to children in foster care is counted.
• Provision of caseworker-child visit training to DHS and private agency staff statewide.
• Provision of job aids for accurate documentation of caseworker-child visits.
• Development of caseworker-child visit tools and guides to enhance the quality of visits.
• Enhancement of the teamwork between foster parents and caseworkers during visits.

**CASEWORKER VISIT ENHANCEMENT**

During 2010-2014, Michigan expended Title IV-B caseworker visit funds to improve the rate and quality of caseworker visits with children by providing support for child welfare staff, judges, court staff and foster parents on effective caseworker/child visits through:

**Training:**
• Federal standards and state policy on the rate and quality of caseworker/child visits.
• Showing the connection between effective caseworker/child visits and improved safety, permanency and well-being outcomes.
• Explaining the impact of caseworker-child visit rate on federal funding.
• Assessment skills.
• Effective communication and engagement with children of all ages.
• Age-appropriate expectations of children.
• Correct documentation of visits in the statewide information system.
• Effective use of caseworker visit guides and tools to improve visit quality.
• Crucial Conversations training on how to communicate effectively on difficult issues.
• Crucial Accountability training on how to address failure to meet expectations.

**Collaboration:**
• Engaging with foster parents to enhance caseworker visits with children.
• Panel presentations of youth, parents and foster parents describing the impact of visits.
• Development of a team approach for improving caseworker/child visits.

**Tools:**
• Video training on the needs of children and youth in foster care.
- Tools and guides to prompt caseworkers on the requirements of quality visits with children.
- Training videos on visits with children for caseworkers.
- Development of an information system interface for private agency caseworkers entering visit data.

**Technical Assistance**

In 2010 and 2011, DHS provided staff training using a program developed by the National Resource Center for Family-Centered Practice and Permanency Planning “Promoting Placement Stability and Permanency through Caseworker and Child Visits.”

**Crucial Conversations/Crucial Accountability/Influencer**

The Division of Continuous Quality Improvement provided child welfare staff with the opportunity to improve their skills at Crucial Conversations and Crucial Accountability trainings. Training in these advanced communication techniques will improve caseworker engagement with families by helping them address situations in which the results did not meet expectations.

Several central office staff attended Influencer training to introduce the Crucial Accountability casework enhancement project and encourage buy-in by top management. DHS and MiTEAM peer coaches received Crucial Conversations and Crucial Accountability Train-the-Trainer, which will allow DHS to provide the training ongoing. Total DHS and private agency staff trained:

- Crucial Conversations (2012): 528
- Crucial Accountability: 1,294
- Influencer: 63

Crucial Accountability training is undergoing evaluation based on anonymous self-report of participants prior to training and 30- and 60- days post-training. Preliminary effectiveness data shows short- and long-term changes in frequency, severity and solvability in three out of four defined problem areas, with short-term drops in frequency and severity in two areas. Areas highly dependent on employee behavior and choices are showing long-term change. The evaluation will be completed in the fourth quarter of fiscal year 2014.

**INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN**

The uniform law enacted in all 50 states establishes procedures for the interstate placement of children and assigns responsibility for those placing the child. Michigan’s Interstate Compact Office serves as a liaison between local DHS offices and other states to ensure compliance with compact regulations and effective coordination. Children may be sent for placement:

- Preliminary to an adoption or for an adoption.
- For foster care including foster homes, group homes and residential institutions.
• With parents and relatives when a parent or relative is not the child’s placement.
• Suitable for adjudicated delinquents who need placement in another state’s institution.

Number of Michigan Youth Placed Out-of-State
Data indicates that during the 2013 calendar year there were 491 Michigan youth placed in other states through the Interstate Compact. The placement breakdown is as follows:
• Relative: 23.
• Adoption: 58.
• Private Adoption: 86.
• Parent: 42.
• Foster Care: 20.
• Court Ward Residential: 142.
• Abuse/Neglect Ward Residential: 12.
• Relative Foster Care: 106.
• Group Home: 0.
• Other: 2.

Number of Out-of-State Youth Placed in Michigan
Data indicates that during the 2013 calendar year there were 436 youth from other states placed in Michigan through the Interstate Compact. The breakdown is:
• Relative: 73.
• Adoption: 22.
• Private Adoption: 44.
• Parent: 47.
• Foster Care: 39.
• Court Ward Residential: 55.
• Abuse/Neglect Ward Residential: 4.
• Relative Foster Care: 151.
• Group Home: 1.
• Other: 0.

The Safe and Timely Interstate Placement of Foster Children Act
Michigan implemented the Safe and Timely Interstate Placement of Foster Children Act of 2006 to improve child protection and hold states accountable for safe and timely placement across state lines. The act requires foster care and adoptive home studies be completed within 60 days after the state receives a request from another state. Michigan’s rate for completed home study requests within the established time requirement by fiscal year is as follows:
• 2009: 64 percent (320 of 499).
• 2010: 66 percent (306 of 465).
• 2011: 60 percent (285 of 477).
• 2012: 66 percent (285 of 432).
• 2013: 62 percent (300 of 486).
For the 38 percent of home studies not completed by Michigan within 60 days in the 2013 calendar year, the reasons most often given include:

- Delays in the licensing process.
- Obtaining fingerprinting and background check information.
- Receiving family members’ medical information.

In comparison, Michigan sent 409 requests for home studies to other states in the 2013 calendar year, and only 110 (27 percent) were completed within the 60-day requirement.

**Interstate Compact on the Placement of Juveniles**

The Interstate Compact on the Placement of Juveniles regulates proper placement, supervision or return of juveniles, delinquents and status offenders who are on probation or parole and have absconded, escaped or run away from supervision and control, and in doing so, have endangered their own safety or the safety of others. The DHS office:

- Ensures supervision and services for adjudicated juveniles and status offenders coming from other states.
- Returns juveniles who have run away or escaped to the state and requests their return.
- Tracks and supervises juveniles.
- Establishes policy and procedure to manage movement between states of juvenile offenders released to the community.
- Monitors compliance with rules governing interstate movement of juveniles.

In 2013, there were 19 Michigan juveniles placed in other states with parents, relatives and guardians, and 107 juveniles from other states placed in Michigan through the Interstate Compact for Juveniles. Additionally, DHS helped return 23 runaways, escapees or absconders to their home states, and 37 runaways, escapees or absconders were returned to Michigan.

**Goal:** Michigan will provide services to children and youth placed out of state through:

- Working with the legislature to revise the current Interstate Compact on the Placement of Children to incorporate the new, nationally enhanced compact.
- Working with Michigan’s State Council for Interstate Juvenile Supervision to advise and advocate in response to requirements of the Interstate Compact for Juveniles.
- Ensuring that the interstate policy manual item is continually updated and maintained to enhance clarity and efficiency that results in compliance with the compact and federal standards.
- Working with the Office of Workforce Development and Training to develop and implement online training for the Interstate Compact on the Placement of Children and the Interstate Compact on the Placement of Juveniles.
- Reducing the timeline for placing children with relatives in border states.
Status:

- A formal legislative request has been submitted to incorporate the new, nationally enhanced interstate compact into the Michigan statute. A sponsor of the bill has been identified and the bill has begun to work its way through the legislative process.
- The Michigan State Council on Interstate Juvenile Supervision was created by executive order, and members were appointed by the governor. The group met twice in 2013 to address the issues of ensuring proper supervision when juveniles and runaways move from state to state.
- Interstate policy has its own section in the DHS child welfare policy manual and is continually updated as procedures change.
- On-line training was implemented that educates staff on procedural changes from new regulations of the Association of Administrators of the Interstate Compact on the Placement of Children. Work will continue on expanding the curriculum to include the entire Interstate Compact process.
- The Michigan Interstate Compact on the Placement of Children office is collaborating with the state of Indiana’s Interstate Compact office to develop an agreement to reduce the times for placement of youth with relatives in bordering counties.

**CHAFEE FOSTER CARE INDEPENDENCE PROGRAM**

The Chafee Foster Care Independence Program in Michigan is called Youth in Transition. The goals are to support youth in foster care and increase their opportunities by focusing on fulfilling their physical, social, economic and psychological needs. DHS cooperates in the program’s national evaluations. The key components of the program include:

- Independent and supervised independent living programs.
- Skill training.
- Education and employment programming.
- Mentoring.
- Helping youth make permanent connections to supportive adults.

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<th>Type of Expenditure</th>
<th>Chafee</th>
<th>Match</th>
<th>Total Expenditure</th>
<th>Service Array</th>
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<td>Contracted Independent Living and Specialized Independent Living Programs</td>
<td>$1,709,004</td>
<td>$426,501</td>
<td>$2,135,505</td>
<td>Assessments, monthly contacts, tutoring, mentors, employment skills, educational support, financial literacy, intensive supervision (specialized only).</td>
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<td>Program</td>
<td>Funding</td>
<td>Additional Services</td>
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<tr>
<td>Youth in Transition Funding for 82 counties&lt;sup&gt;3&lt;/sup&gt;</td>
<td>$562,882, $140,721, $703,603</td>
<td>Skill training, mentor programs, employment and educational support, transportation, housing, Youth in Transition contracts.</td>
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<td>Youth in Transition Funding to Wayne County</td>
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<td>Youth boards, asset training, Individual Development Account matches, permanency teaming, individualized support.</td>
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<td>Michigan Youth Opportunity Initiative</td>
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<td>Summer Youth Employment Program</td>
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<td>Independent Living Skills Coach Contracts</td>
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<td>Independent living skills, training, mentor support, coaching support for youth in post-secondary institutions.</td>
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</table>

**Eligibility Criteria**

Youth in foster care between ages 14 and 21 and former foster youth ages 18 to 21 who were in foster care at least one day after age 14 are eligible for independent living services. Foster and juvenile justice youth must have been in foster care through an eligible placement or a child-caring institution. Education and Training Voucher eligibility includes youth adopted from foster care or placed in a relative guardianship if it took place after the youth’s 16<sup>th</sup> birthday. DHS and contractors provide services.

DHS developed the Michigan Youth Opportunities Initiatives to address the needs of older youth in care and transitioning from care. The Fostering Connections law allows the department to offer Young Adult Voluntary Foster Care until age 21. The Young Adult Voluntary Foster Care policy and services promotes building permanent connections for youth.

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<sup>3</sup> This figure represents all Michigan counties except Wayne, which is addressed in the line below.
Progress Achieved and Planned Activities
Independent living programs are provided statewide. Youth age 16 and older in independent living or specialized independent living programs may live with an approved adult, alone in an apartment or in a structured supervised placement. In monthly visits, the caseworker must:

- Assess each youth’s strengths and needs.
- Involve the youth in developing the treatment plan.
- Provide services to meet the identified needs.

Youth participate in daily living skills development, support groups, advisory boards, mentoring or other supportive adult connections, education and employment services, leadership development, preventive health services, counseling and cultural enrichment activities.

<table>
<thead>
<tr>
<th>FY 2013 Independent Living/Specialized Independent Living Program Data</th>
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<tbody>
<tr>
<td>Type of Program</td>
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</tr>
<tr>
<td>DHS Supervised</td>
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<tr>
<td>County Child Care Funded – Contractor Supervised</td>
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<tr>
<td>Contractor Supervised</td>
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<tr>
<td>Number Served</td>
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As of March 31, 2014, there are 65 contractors providing independent living services and 13 contractors providing specialized independent living services. All youth in a program receive a monthly stipend of about $560 paid by state general funds or the county Child Care Fund.

Youth in Transition Funds
DHS allocates funds to counties for independent living services for all youth aging out of foster care. Counties can contract with private agencies or give funds directly to youth to obtain services. Payments to youth or vendors can include first month’s rent, security deposit, utilities, car repair, day care, preventive services, mentoring, securing identification cards and participation in support groups and youth advisory boards.

Technical Assistance
The Youth Services Delivery Model was trained in multiple counties in 2011. In 2011, DHS determined that a single practice model, MiTEAM, would have longer lasting and more sustainable outcomes for youth and families in the child welfare system. Teaming, engagement, assessment and mentoring are promoted in this model, and all are components leading to permanent and stable outcomes for older youth in foster care. MiTEAM development began in 2011 and the model was implemented statewide in 2012.

Accomplishments in 2012
Coordinated training with MiTEAM rollout from January 1, 2012 to September 30, 2012.
Goal: Every foster youth will participate in an annual transition meeting beginning at age 16.

- The Health, Education and Youth Unit will develop data reports to measure compliance.
- The Health, Education and Youth Unit will include the requirement for annual transition meetings in all county and private agency trainings.

Status:

- Tracking and monitoring of semi-annual transition meetings was managed through the OmniTrackPlus training data system. Upon review of the data, a decision was made to discontinue using this system. The state is implementing the Michigan Statewide Automated Child Welfare Information System in 2014, which will improve accuracy.
- The requirement that youth age 16 and older participate in semi-annual transition meetings is an agenda item in monthly technical assistance telephone conferences with public and private agencies.

Employment-Related Education, Training and Services

Summer employment options for foster youth are a priority. Collaboration continues with the Department of Licensing and Regulatory Affairs and Michigan Works! (unemployment) Agencies to assist foster youth to develop employability skills.

Employment-Related Education, Training and Services Accomplishments in 2012

The Health, Education and Youth Unit received outcome and follow-up reports from the Michigan Works! Agencies after completion of the 2011 Summer Youth Employment Program. Of the 117 youth that provided follow-up at three months:

- 16 were employed part-time.
- Eight were employed full-time.
- 73 were unemployed.
- Six were enrolled in a General Educational Development certificate program.
- 54 were enrolled in high school.
- 13 were enrolled in a college/university program.

Results of the 70 youth who were followed up at 12 months:

- 14 were employed part-time.
- 12 were employed full-time.
- 42 were unemployed. Of these:
  - 26 were in a high school or General Educational Development program.
  - Three were in a college/university program.
- Two were unable to be located.

The Summer Youth Employment Program was implemented in seven Michigan Works! Agencies in summer 2012, adding one site.
• Youth were from Kent, Ingham, Clinton, Eaton, Wayne, Genesee, Shiawassee, Macomb, St. Clair, Bay, Saginaw and Midland counties. There were 272 youth served.
• Workforce Investment Act job readiness requirements were met by 244 youth.
• Eighty-six youth went on to enter a year-round Workforce Investment Act program.

Employment-Related Education, Training and Services Accomplishments in 2013
The Health, Education and Youth Unit completed follow-up on the 2012 participants who did not enter a year-round Workforce Investment Act program. For those who did, the Michigan Works! Agency completed follow-up. At 12-month follow-up, of the 174 youth that were located:
• 32 were employed part time.
• 15 were employed full-time.
• 127 hundred and twenty-seven were unemployed. Of these:
  o 61 were enrolled in high school.
  o Seven were enrolled in a General Educational Development certificate program.
  o 28 were enrolled in a college/university program.
  o One had joined the military.

The Health, Education and Youth Unit worked with the Workforce Development Agency to develop the Summer Youth Employment Program for 2013.
• 364 youth were referred.
• 303 youth started the program.
• 244 successfully completed the program.
Six- and twelve-month follow-up will be completed on the youth that completed the 2013 Summer Youth Employment Program.

Employment-Related Education, Training and Services Accomplishments in 2014
• An interagency agreement was drafted and finalized between DHS and the Workforce Development Agency for the 2014 Summer Youth Employment Program.
• Youth will be served at eight Michigan Works! Agencies across the state, one agency more than provided services in 2013.
• Youth were from Kent, Ingham, Clinton, Eaton, Wayne, Genesee, Shiawassee, Macomb, St. Clair, Bay, Saginaw and Midland, Grand Traverse, Emmet and Wexford counties.
• In the 2014 Summer Youth Employment Program, the Michigan Works! Agencies will be required to provide a minimum of two weeks for job readiness training. This is an additional requirement from past years.
• Six-month follow-up is being completed on the 2013 Summer Youth Employment Program participants.

Preparation for Post-Secondary Education and Training
In 2010, EduGuide and DHS became partners in a web-based academic support system for foster youth. EduGuide is an agency that equips educators with strategies to support success
and encourage post-secondary training. With EduGuide, Michigan began Foster Care College Goal Sunday to assist foster youth to fill out Free Application for Federal Student Aid forms.

**Preparation for Post-Secondary Education and Training Accomplishments in 2012**

- The education analyst met with the directors of financial aid and admissions at Wayne State University in November 2011. The directors committed to adding programming for foster youth on campus.
- DHS set aside $600,000 of Chafee funding to contract with post-secondary institutions to provide independent living coaches for youth on campus.
  - Seven institutions received contracts: Baker College of Flint, Eastern Michigan University, Ferris State University, Michigan State University, Saginaw Valley State University, University of Michigan-Flint and Wayne State University.
  - Independent living skills coaches provide services to assist foster/former foster youth on campus in independent living, including education, employment, budgeting, housing, health and healthy relationships.
  - Contractors are required to recruit and train mentors for youth.
- In 2012, Western Michigan University hosted a conference that included college staff, DHS and Michigan College Access Networks to explore ways to support foster youth.
- DHS and Western Michigan University conduct monthly phone conferences to discuss issues facing youth transitioning to post-secondary institutions and ways to build strong supports and technical assistance for youth on their campus.
- The Kresge Foundation awarded $1 million to Western Michigan University to develop a network of colleges and universities to share best practices for college preparation and increase enrollment and graduation rates of foster youth. Western Michigan University established the Fostering Success Michigan initiative in November 2011.
- The Health, Education and Youth Unit helped develop Michigan’s data system reporting requirements that reflect work of the education planners.
- Education planners helped develop a baseline of youth in the fourteen largest counties leaving foster care with a high school diploma or General Educational Development certificate. It was determined that 345 youth were leaving care with either a high school diploma or General Educational Development credential.
- There were 437 new referrals for education planner services between October 1, 2011 and February 29, 2012. Youth referred are age 14 and older and experiencing an educational concern. The two most common reasons for referral were assisting with enrollment in new schools (81 of 437) and post-secondary preparation (68 of 437).
  - From June 2011 to the present, education planners completed 23 trainings for child welfare staff and 10 trainings for school staff.
  - Between October 1, 2011 and February 29, 2012, 30 youth of the 437 referred for education planner services completed their high school diploma and one completed his General Educational Development certificate.
  - Between April 1, 2012 and September 30, 2012:
    - The education planners worked with 685 youth.
- The most common reason for referral was post-secondary preparation (130 of 685).
- Ninety-one youth received high school diplomas after working with education planners. Six received General Educational Development certificates.
- Education planners provided technical assistance to 163 workers and supervisors in DHS offices or private agencies. This included answering questions, connecting staff to resources or making calls on behalf of an assigned caseworker.
- The number of education planners increased from 14 to 16.

Preparation for Post-Secondary Education and Training Accomplishments in 2013
In January 2012, data indicated that in the fourteen largest counties, the percentage of youth leaving care with a high school diploma or General Educational Development certificate rose from 34 percent in 2011 to 41 percent in 2012.

- Between April 1, 2013 and September 30, 2013:
  - The education planners worked with 686 youth.
  - The most common reason for referral was to maintain school of origin or transportation assistance. The second and third most common reasons were for help with post-secondary education preparation and special education issues.
  - 74 youth received high school diplomas after working with education planners. Nine received General Educational Development certificates.
  - In addition to working with youth, education planners provided technical assistance in local DHS and private agencies on at least 306 occasions.

- In January 2013, the Uninterrupted Scholars Act was signed. This act amends the Family Educational Rights Privacy Act to eliminate obstacles to information sharing between education and child welfare agencies. The legislation allows schools to release records to child welfare workers without parental consent or a court order.
- DHS collaborated with the Michigan Department of Education to ensure this new legislation is communicated to education and child welfare staff and released a joint memorandum in March 2013 detailing the Uninterrupted Scholars Act.
- A new “Education Release of Information” form was developed for obtaining education information regarding foster youth and policy was published on how to use the form.
- All seven colleges have hired an independent living coach. The Health, Education and Youth Unit provided technical assistance to develop programs.
- DHS hosted the Higher Education Consortium in January and March 2013, bringing together education programs from across the state and Fostering Success Michigan.

Fostering Futures, a Michigan Education Trust Charitable Tuition Program provides an opportunity to individuals and organizations to make contributions that provide scholarships to foster youth to attend higher education. In 2013, DHS partnered with Fostering Futures to enhance fundraising strategies.
- Over $187,000 was raised for scholarship funds for foster youth in higher education.
• Scholarship funds were disbursed to nine colleges offering a campus based support program for foster youth.
• More than 400 foster care students were served.

Preparation for Post-Secondary Education and Training Accomplishments in 2014
• The Health Education and Youth Unit provided regular technical assistance and oversight to the seven independent living skills coach contractors.
• In March 2014, DHS hosted a Higher Education Consortium meeting.
• Fostering Success Michigan developed a database for independent living skills coaches to document contacts with youth.
• Fostering Success Michigan held its annual regional meeting in fall 2013. Five regional trainings were planned for 2014. Training focuses on education law and policy, financial aid for post-secondary education and campus-based support programs.
• DHS allocated a position for a DHS liaison on the campus of University of Michigan for the Blavin Scholarship Program, which serves students who have been in foster care and accepted into the University of Michigan.
• DHS has monthly technical assistance calls with the program staff to ensure they have the resources they need to recruit and maintain students in the program.

Sixteen education planners currently work with youth age 14 and older who have identified education needs. Between October 1, 2013 and February 28, 2014:
• The education planners worked with 567 youth.
• The most common reason for referral to an education planner was assistance with special education issues. The second and third most common reasons were to help maintain school of origin or transportation issues and post-secondary education preparation.
• 46 youth received a high school diploma after working with an education planner. Eight received General Educational Development certificates.
• In addition to working directly with youth, education planners provided technical assistance in local DHS and private agencies on at least 165 occasions.

Scholarship opportunities were increased for foster youth in higher education in 2014 in the following ways:
• The Michigan Education Trust Board approved Resolution 2013-12, which expanded the number of institutions eligible for Fostering Futures scholarship funds to include any Michigan associate or baccalaureate degree granting college with foster care students with unmet need.
• DHS was appropriated $750,000 for college scholarships through the Fostering Futures Michigan Education Trust to foster youth attending a Michigan higher degree program.
Supportive Relationships with Mentors and Dedicated Adults

Collaboration continued with the Corporation for National and Community Service and local DHS offices that resulted in the placement of three AmeriCorps VISTA volunteers in 2013. The responsibilities of the AmeriCorps VISTA members are to:

- Create a training manual in each of the five urban communities for recruitment and training of volunteer mentors.
- Develop local business relationships to expand resources and encourage financial support to sustain programs in the local communities.
- Collaborate with local community leaders and faith-based organizations to develop community service opportunities for skill development and employment.
- Develop local resources to support youth in danger of becoming homeless to obtain affordable, safe and stable housing in Wayne, Kent and Genesee counties.
- Locate youth at risk of being homeless and connect them to service providers to help reduce the number of homeless youth in the five urban Vista sites.
- Two AmeriCorps VISTA volunteers completed service and secured full-time employment. One was hired by the local DHS upon completion of her college degree.
- There was one AmeriCorps VISTA volunteer placed in Genesee County and a second in Wayne County.

Supportive Relationships with Mentors and Dedicated Adults Accomplishments in 2013

- Mentor manuals and training curricula were developed to aid recruitment of community volunteers in Genesee, Kent and Wayne counties.
- VISTA volunteers continued to participate in the Michigan Youth Opportunities Initiative youth board meetings.
- Seven property owners agreed to reduce rental rates for youth exiting foster care upon completion of tenant training programs, three in Wayne County and four in Genesee.
- VISTA volunteers meet with property owners to discuss affordable rent for youth exiting care and bring awareness to the number of homeless youth that need help.
- Three faith-based partnerships were developed to help secure housing and household furnishings for youth exiting foster care in Genesee and Wayne counties.
- VISTA volunteers collaborated with Grand Rapids and Flint sponsors to develop projects for housing rehabilitation, urban gardening and blight elimination programs.
- Twenty-one youth were selected to work with the Kent Youth Build Program to develop skills in construction.
- VISTA volunteers in Wayne County secured a mini grant from the Volunteer Centers of Michigan for a project to support veterans, military families and childhood hunger during the National Day of Service. This event was a chance to recruit veteran volunteers to mentor youth exiting foster care. The event was attended by five veterans of the armed services, 20 foster youth and volunteers. Three veterans were recruited to serve as mentors.
- Genesee, Wayne and Kent Counties held local events and collaborated with community agencies to bring awareness of older youth exiting foster care or homeless youth.
• A color map was developed in Kent County to help homeless youth identify food banks, free meals, church giveaways of food and clothing for youth. This map also provides information on services and events in the community. An activities board has been developed to inform youth and their families of medical, dental and learning resources.
• Kent County VISTA volunteers have built a partnership with Bethany Christian Services to develop of an emergency semi-independent outreach living program. This program connects youth in need of emergency housing with families willing to provide temporary housing. In Kent County, five families were recruited and trained to assist older foster youth. This program is currently under development in other VISTA sites.
• Genesee County VISTAs collaborated with two faith-based organizations to provide a breakfast program where youth and families receive a hot meal during the winter.

Supportive Relationships with Mentors and Dedicated Adults Planned Activities for 2014
AmeriCorps VISTA volunteers are currently working on specialized projects to enhance youth exiting foster care, youth in Young Adult Voluntary Foster Care and homeless youth. Many projects are now underway in the three urban sites to increase capacity to reduce community resource barriers, cultivate responsibility through service opportunities and enhance awareness and support. VISTA volunteers continue to seek grant funding to sustain community programs. DHS is recruiting additional volunteers to provide service in two sites.

Housing Resources
DHS continues its commitment to ensuring that youth transitioning from foster care have safe and affordable housing through the development of diverse opportunities for housing youth and additional resources that include:
• A revised contract expanding options through the Homeless Youth and Runaway program for foster youth who voluntarily remained in or returned to foster care after their 18th birthday who are homeless, at risk of being homeless or at risk of becoming ineligible for the Young Adult Voluntary Foster Care Program.
• A federal grant awarded to develop the Supportive Housing Program for youth in northern Michigan.
• DHS mobilizing the community through local partnerships and development of alliances with land banks and developers.

Housing Resources Accomplishments in 2013
• Development of a Foster Youth Housing Referral process to refer youth who do not have stable housing to Homeless Youth Runaway contractors at case closure. Thirty-nine housing referrals were made in 2013.
• Homeless Youth/Runaway contractors are trained and an agency contact list is used for communication with staff responsible for housing referrals from each of the Homeless Youth/Runaway agencies.
• Homeless Youth/Runaway contractors met with each of their county’s DHS and private foster care agencies to explain available services to staff. Meetings were held quarterly to identify
youth aging out of the foster care or juvenile justice system that are at risk of homelessness to facilitate a successful transition into supportive housing upon case closure.

- Homeless Youth/Runaway contractors are required to report the monthly total number of units provided to each youth and the percentage of DHS funding for all services delivered, using the Homeless Management and Information System identifier number.
- Contractors are required to report unplanned discharges of foster youth within 24 hours with an explanation including actions to resolve issues prior to discharge.
- Quarterly meetings with the Michigan Network for Youth and Family continue to develop measurable outcomes and better utilization of the Homeless Management and Information System. The network identified the need for a comprehensive annual report that reflects the impact Homeless Youth/Runaway programs are having on youth homelessness.
- The Michigan Coalition Against Homelessness began tracking services provided to youth served in transitional living programs by Homeless Youth/Runaway agencies using the Homeless Management and Information System.
- The Homeless Youth/Runaway providers reported 743 unduplicated youth were served through the Transitional Living Program and 189 were former foster youth.
- DHS continued to work to increase opportunities for reduced rate rentals for youth exiting foster care. AmeriCorps VISTA has been meeting with the community centers, housing commissions and property owners to secure homes at affordable rates.

Three housing resource pilots were initiated in 2013 in Wayne, Genesee and Kent counties and are seeking additional funding to move the program forward.

- Genesee Connect and Operation Unification sought funding to continue housing rehabilitation efforts and work with the local land bank.
- Bethany Christian Services and Youth Build in Kent County continue to collaborate on housing development projects. A grant was submitted to the Department of Labor, Employment and Training Administration to develop a new opportunity to help youth learn house rehabilitation skills.

**Housing Resources Planned Activities for 2014**

- DHS will ensure that a minimum of 25 percent of the youth served in the transitional living placements through the Homeless Youth/Runaway contracts are former foster youth or homeless due to a dissolved adoption or guardianship.
- DHS will continue to collaborate with housing resource agencies to develop safe, stable and affordable housing for youth exiting foster care.
- DHS will continue partnerships with faith-based organizations and community partners to expand housing for youth.

**Supports and Services to Former Foster Care Youth**

The Michigan Youth Opportunities Initiative is a partnership between the Jim Casey Youth Opportunities Initiative and DHS to improve outcomes for youth transitioning from foster care to adulthood. The initiative supports youth in learning money management, saving and
expanding their financial resources. As Michigan completes the ninth year of the program, it is more reliant on Chafee funds to support account matching and local expenditures. In 2013, 459 youth participated in financial literacy training.

**Supports and Services to Former Foster Care Youth Accomplishments in 2013**

- The initiative expanded to Ionia and Montcalm counties.
- DHS maintained 31 allocated Michigan Youth Opportunities Initiative coordinator positions to develop and provide Michigan Youth Opportunities Initiative programming.
- Each site conducts youth board meetings, outreach events, fundraisers, asset trainings, presentations and community board meetings. In 2013:
  - Local youth boards held 460 youth board meetings with 2,589 youth attending.
  - Youth boards held 503 asset and independent living events with 3,111 youth attending.
  - Youth boards held 249 outreach events, with 1,058 participants.
  - Local groups held 35 fundraising events with 273 participants.
  - Donations from community partners raised $103,858.

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<thead>
<tr>
<th>Michigan Youth Opportunities Initiative Sites 2013</th>
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<tr>
<td>Alcona/Alpena/Montmorency</td>
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<td>Antrim/Charlevoix/Emmet</td>
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<td>Bay/Arenac</td>
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<td>Berrien</td>
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<td>Calhoun</td>
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<td>Chippewa/Luce</td>
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<td>Crawford/Otsego/Oscoda</td>
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<td>Genesee</td>
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<td>Grand Traverse/Leelanau/Kalkaska</td>
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<td>Ionia/Montcalm</td>
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<td>Jackson</td>
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<td>Kent</td>
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<td>Livingston/Shiawassee</td>
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<td>Mecosta/Osceola</td>
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<td>Oakland</td>
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<td>Saginaw</td>
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<td>St. Joseph</td>
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<td>Washtenaw</td>
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**Supports and Services to Former Foster Care Youth Planned Activities for 2014**

**Goal 1:** DHS will increase the number of youth in the Michigan Youth Opportunities Initiative.
- Michigan Youth Opportunities Initiative coordinators will increase outreach efforts.
- Michigan Youth Opportunities Initiative will be offered to Chafee-eligible unaccompanied refugee minors.
- Michigan Youth Opportunities Initiative coordinators will continue fund development efforts to support non-Chafee eligible youth.

**Status:** Ongoing.

**Goal 2:** DHS will increase safe, affordable housing options and services for former foster youth ages 18 to 21.
- DHS will ensure that at least 25 percent of the youth in transitional living placements are former foster youth or homeless due to a dissolved adoption or guardianship.
- DHS will increase the number of youth housed in the Genesee housing program to 10.
- DHS will continue to collaborate with housing resource agencies to develop safe, stable and affordable housing for youth exiting foster care.
- DHS will develop new Youth Build programs to provide opportunities for foster youth to do meaningful work with their peers through housing rehabilitation.
- DHS will continue partnership with the faith-based community and Operation Unification to expand housing for youth.

**Foster Care Transitional Medicaid**
Youth aging out of foster care are eligible for the Foster Care Transitional Medicaid from age 18 until their 26th birthday. Medicaid remains active regardless of changes in the youth’s non-financial eligibility, income or assets. Prior to the youth exiting foster care, the caseworker provides information on Medicaid, including the Foster Care Foster Care Transitional Medicaid brochure and the Department of Community Health Guide to Medicaid Health Plans.

**Foster Care Transitional Medicaid Accomplishments in 2012**
- System changes were implemented to ensure youth re-entering foster care receive Foster Care Foster Care Transitional Medicaid without service interruption.
- DHS developed a process for Foster Care Foster Care Transitional Medicaid enrollment. Youth that exited foster care without Medicaid are identified and follow-up provided. Subsequent Medicaid enrollment occurred for successful contacts.
- The number of youth aging out of foster care with the Foster Care Transitional Medicaid increased to 1,258 by September 30, 2012.

**Foster Care Transitional Medicaid Accomplishments in 2013**
- DHS discussed extension of Medicaid eligibility with youth during the 90-Day Discharge Plan team meeting.
- Caseworkers completed activities at case closure to ensure eligible youth receive Foster Care Transitional Medicaid.
- DHS conducted monthly calls with health liaison officers and designated staff to provide technical assistance related to extension of Medicaid to youth who exit foster care.
Foster Care Transitional Medicaid Activities in 2014

- The age for youth eligible to receive Foster Care Transitional Medicaid was raised to 26 as part of the Affordable Care Act Medicaid expansion.
- Technical assistance on the Foster Care Transitional Medicaid is available for public and private agencies through Western Michigan University’s Fostering Success Michigan.
- Collaboration is ongoing with the Department of Community Health, DHS Medicaid unit and Bridges to address enrollment challenges.

Activities that Enhance Service Collaboration - Teen Pregnancy

The Michigan departments of Education, Community Health and Human Services developed a state team to reduce teen pregnancy. The team developed the Foster Care Youth Health Behavior Survey to obtain statistical information on foster youth sexual behavior.

Status: In 2011, the National Youth Database Survey was required for all foster youth age 17 during a specific period. The survey competed with the requirement to complete the National Youth in Transition Database Survey at prescribed intervals. To ensure the national surveys were completed, Michigan suspended the Foster Youth Health Behavior Survey.

Activities that Enhance Service Collaboration - Teen Pregnancy Accomplishment in 2012

DHS collaborated in a research project with Wayne State University to gather data on the effect of foster youth transitioning from fee-for-service Medicaid to managed health plans, with an emphasis on older youth. The project included collecting data on pregnant foster youth.

Measures:
- The results of the National Youth in Transition Database survey.
- Data collected by Wayne State University.

Status: Preliminary results evaluating current health care delivery to foster youth were forwarded to the DHS Health Unit in March 2014.

Educational Opportunities

Goal: DHS will increase awareness about post-secondary educational opportunities and funding by training DHS and private agency staff, foster parents, youth and community partners.

- The education analyst conducted 24 presentations and trainings in 2012. Training focused on accessing Chafee funds and Education and Training Vouchers.
- The education analyst conducted 25 trainings on Education and Training Vouchers and other financial aid and educational opportunities in 2013.
- The education analyst conducted six trainings on Education and Training Vouchers and other education and financial aid opportunities.
- Training is scheduled in Wayne, Ingham, Kent, Mackinac and Genesee counties to discuss Education and Training Vouchers, education law and policy and post-secondary opportunities for foster youth.

Youth Involvement in Improving Statewide Services

Goal: Youth will be involved in the implementation of the Fostering Connections legislation.
On November 22, 2011, several foster youth attended a bill-signing event and witnessed Michigan Governor Rick Snyder sign the Young Adult Voluntary Foster Care Act. One of the youth delivered a speech prior to the signing of the bills.

Youth involved in the Michigan Youth Opportunities Initiative developed a media campaign to promote participation in programming to improve outcomes for older youth exiting foster care. They plan to implement a campaign to promote extension of foster care to age 21 in 2014.

DHS will continue a media campaign in which youth will educate other foster youth, caseworkers, courts and other stakeholders on the importance of permanency and the extension of foster care to age 21.

Youth Participation in Improving Foster Care

**Goal:** Youth will be actively involved in developing practices, policies and procedures to improve child welfare.

- A youth representative was included on the DHS Health Advisory and Resource Team.
- The Michigan Youth Opportunities Initiative executive board members attended two youth leadership board meetings to discuss service delivery and policy changes.
- Youth were included in the focus group for Lesbian, Gay, Bisexual, Transgender and Questioning draft policy.
- The statewide Youth Leadership Board was held twice. Agenda topics included policy reviews and proposals, youth training and other issues the youth wished to address.
- Youth boards were involved in outreach for the National Youth in Transition Database.

Youth Participation in Improving Foster Care Planned Activities for 2014

Youth will meet bi-annually at Statewide Youth Leadership Board meetings to discuss policy areas they feel should be addressed.

Coordination/Consultation with Michigan’s Federally Recognized Native American Tribes

DHS has relationships with Michigan’s 12 federally recognized tribes to ensure tribal youth have access to Education and Training Vouchers and Chafee funds. DHS invited tribal partners to meet regarding access to tribal youth and ascertain interest in the tribes’ sharing and administering a portion of the state’s federal allotment.

- Youth unit staff participated in quarterly Tribal-State Partnership meetings.
- DHS consulted with two or more tribes.
- Three tribes are participating on the subcommittee developing a plan.
- Tribal partners will identify how DHS can support access to services for foster youth.
- Tribal partners will help develop policy and procedures for youth to access services.
- DHS will recruit tribal partners to administer programs.

Coordination/Consultation with Michigan’s Tribes Accomplishments in 2012

- In December 2011, DHS sent a memorandum describing the Youth in Transition process to the 12 recognized tribes.
• In January 2012, staff made a presentation at the Tribal-State Partnership meeting to provide an update on accessing Chafee funds through DHS.

• A memorandum of understanding was established between DHS and each of the tribes to make Chafee funds available to youth in foster care that are not supervised by DHS.

Coordination/Consultation with Michigan’s Tribes
Accomplishments in 2013
• Youth from Michigan’s 12 federally recognized tribes were offered the same services and benefits afforded all foster youth.

• Program office staff provided Youth in Transition and education updates at each Tribal-State Partnership meeting.

• Unaccompanied refugee minors are counted in the new MiSACWIS system and data will be available later in 2014 and ongoing.

EDUCATION AND TRAINING VOUCHER PROGRAM

This state-administered program is delivered through a contract with Lutheran Social Services of Michigan and is monitored by DHS. The contractor has collaborative relationships with community colleges, universities and vocational schools that help youth apply for admission, financial aid and vouchers. The Education and Training Voucher web-site can be found here: https://mietv.lssm.org/.

Technical Assistance Provided to Counties and Local and Regional Entities
Accomplishments in 2010 and 2011
In 2012, the Education and Training Voucher staff completed 37 outreach activities including:

• Annual regional meetings.

• Foster care youth job and career fairs.

• Mass informational emails to DHS and private agency caseworkers.

• Presentations to youth boards.

Accomplishments in 2012

• Education and Training Voucher policy was updated to expand approved expenditures.

• An invitation to bid for the Education and Training Voucher program was posted and a three-year contract awarded to Lutheran Social Services of Michigan.

• The contractor provided 2011 data on the number of youth applying for and awarded vouchers, the number of years each youth received a voucher and the number of youth who successfully completed their post-secondary education or training program.

• The contractor provided monthly reports to DHS on Education and Training Voucher activities. Quarterly site visits were made to review applications and expenditures.
Accomplishments in 2013
- An amendment to the Education and Training Voucher contract was completed to include unaccompanied refugee minors in the service population. Although the contractor processes the funding as it would with other youth, the DHS Office of Refugee Services provides the one-on-one contact with unaccompanied refugee minors.
- Ninety-nine unaccompanied refugee youth received funding in fiscal year 2013.
- The Education and Training Voucher staff completed 41 outreach/trainings in 2013.

Accomplishments in 2014
- Education and Training Voucher policy was updated to reflect that award amounts are based on available federal funding.
- The Education and Training Voucher staff continues to train DHS and private agency workers to ensure that youth are applying for funding.
- The Education and Training Voucher staff has completed 19 outreach/trainings.
- Sixty unaccompanied refugee youth received funding in the first half of fiscal year 2014.

The Education and Training Voucher Facebook page provides a youth-friendly site with updated information on program expectations, award amounts, application processes and deadlines. As of March 29, 2014, there were 150 active users on the site.

<table>
<thead>
<tr>
<th>Education and Training Voucher Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>----------------------</td>
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<tr>
<td>Number of youth awarded vouchers</td>
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<td>First year vouchers awarded</td>
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<table>
<thead>
<tr>
<th>Number of Years Awarded to Individual Students 2010 – 2011</th>
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<td>44.5%</td>
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<table>
<thead>
<tr>
<th>Type of Post-Secondary Program Recipients Attended 2010 – 2011</th>
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<tr>
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<table>
<thead>
<tr>
<th>Number of Years Awarded to Individual Students 2011—2012</th>
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<tbody>
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<td>37.4%</td>
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### Type of Post-Secondary Program Recipients Attended 2011—2012

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### Number of Years Awarded to Individual Students 2012—2013

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<th>2 Years</th>
<th>3 Years</th>
<th>4 Years</th>
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<tr>
<td>47.6%</td>
<td>19%</td>
<td>13.4%</td>
<td>10.7%</td>
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### Type of Post-Secondary Program Recipients Attended 2012—2013

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</tr>
</thead>
<tbody>
<tr>
<td>44.8%</td>
<td>42%</td>
<td>6.6%</td>
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### Number of Years Awarded to Individual Students July 1, 2013 – March 31, 2014

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<th>3 Years</th>
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<td>36.9%</td>
<td>27.3%</td>
<td>14.5%</td>
<td>10.3%</td>
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### Type of Post-Secondary Program Recipients Attended July 1, 2013 – February 28, 2014

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<th>Trade or vocational</th>
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<tbody>
<tr>
<td>47.3%</td>
<td>39%</td>
<td>7.7%</td>
<td>6%</td>
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### ADOPTION

In 2013, Michigan achieved 2,361 adoptions, which is 89% of the number of children legally free for adoption with a goal of adoption as of September 30, 2012. During the past 17 years, from 1997 through 2013, child welfare adoptions finalized in Michigan remained in the range of 2,200 to 3,000 annually. The number of permanent wards and those with a goal of adoption have declined steadily over the past seven years. For a historical view of total state ward population, wards with the goal of adoption and annual adoptions, please see Attachment H.

### Technical Assistance Provided to Counties and Local and Regional Entities

DHS convened permanency forums in May and October 2013. County staff and stakeholders reviewed best practices from previous permanency forums and exchanged ideas on improving all areas of permanency. Speakers presented information on:

- Cross-system collaboration.
- Implementing a permanency forum team.
- Using data to develop a collaboration plan.
- Juvenile guardianship as a permanency option and the Guardianship Assistance Program.
• Improving mental health outcomes for children in foster care.
• Transitioning youth and the Young Adult Voluntary Foster Care program.
Permanency forums were scheduled in April and October 2014 to focus on trauma-informed practice, reunification and family preservation services, well-being and parent-child visitation.

Child and Family Services Review Program Improvement Plan Goal
DHS continues improving timeliness to adoption for children with a goal of adoption. Adoption cases continue to be transferred to private agencies for adoption services. Private adoption agencies provided adoption services on 93 percent of the adoptions finalized in 2013. Partnership and collaboration between DHS and private agencies remain essential in meeting adoption goals. To meet adoption goals:
• DHS staff made timely referrals to private agencies to initiate adoption-specific services and complete adoptions in less than 12 months.
• DHS reviewed the cases of children living with an adoptive resource family for over six months from termination of parental rights without an order of adoption.
• DHS developed recruitment plans for children without an identified adoption resource family at termination to ensure an appropriate recruitment strategy was in place.
• DHS conducted case reviews of children with a goal of adoption six months from the termination date without an identified adoptive resource.
• A contracted expert provided technical assistance on any case in which a child was available for a year from termination without an identified family.
• Adoption policy changes were incorporated into the pre-service training curriculum.
• Information on best practice recruitment strategies was disseminated.

Adoption Policy/Program Improvements
To improve timeliness to adoption, DHS revised adoption policy. Revisions included:
• A child’s permanency goal cannot be changed to adoption unless:
  o Parental rights of both parents are terminated and the written order of termination has been received by the worker.
  o A judge orders the permanency goal changed to adoption, even in the absence of an order terminating parental rights. The foster care worker must begin the adoption preparation casework.
• All foster children available for adoption, with adoption as their permanency goal, must be referred for adoption services.
• Allowing the Michigan Children’s Institute superintendent to designate his or her authority to consent to the adoption, marriage, guardianship or emancipation of any child who may have been committed to the institute.
• The adoption worker must review the “Let’s Talk” booklet with children 9 and older.
• The DHS worker must complete the DHS-612, Adoptive Family Assessment Addendum within 30 calendar days from the date of assignment of the case on a family who has a previously approved Adoptive Family Assessment. Exceptions to that rule must be documented in the quarterly adoption progress report and approved at the next
permanency hearing.

- For prospective adoptive parents who are licensed for foster care in Michigan, clearances must be current within the last 12 months and reviewed by the adoption worker for inclusion in the Adoptive Family Assessment Addendum.

- A face-to-face case review must be held at the time of a disrupted or dissolved adoption and include at a minimum the adoption worker, the adoption supervisor and a permanency resource monitor or adoption resource consultant.

- A case review is required for children with an identified adoptive family when adoptive placement has not been achieved within six months of the family signing the Intent to Adopt form. The schedule of reviews is as follows:
  - At six and nine months after the family has signed the Intent to Adopt form, a face-to-face case review meeting must occur and include at a minimum the adoption worker, the adoption supervisor and the prospective adoptive family.
  - When an adoptive placement has not occurred within one year of the family signing the Intent to Adopt form, a face-to-face case review meeting must occur and include at a minimum the adoption worker, the adoption supervisor, the prospective adoptive family and an outside expert engaged by DHS with expertise in permanency and adoption process and planning. This review must occur between nine and twelve months after the family signed the Intent to Adopt form and held quarterly thereafter until the Order Placing Child After Consent is issued or a goal change occurs.

- When a potential adoptive family is identified or a change in the child’s plan is in process for a child with a photo on the Michigan Adoption Resource Exchange web-site, the adoption worker must identify the status of the adoption progress next to the child’s photo within five calendar days of a status change.

Adoption contracts with private agencies, effective through September 30, 2014, established levels and rates for reimbursement of adoption services. The following expected performance outcomes were incorporated in the contracts:

- Fewer than five percent of placements for adoption will end in disruption. In fiscal year 2013, less than five percent of adoptions ended in disruption.
- Fewer than five percent of finalized adoptions will end in dissolution. In 2013, less than five percent of adoptions ended in dissolution.
- By September 30, 2013, 77 percent of adoptions for children with a goal of adoption on September 30, 2012 shall be finalized. In 2013, 89 percent of the number of children legally free for adoption with a goal of adoption achieved finalized adoptions.

Michigan continues to focus efforts and resources on identifying adoptive families and improving timeliness to adoption for youth legally free for adoption with a goal of adoption.

Effective July 1, 2013, the two adoption resource consultant services contracts were awarded to Orchards Children’s Services. Children eligible for adoption resource consultant services are those in the foster care system who have a permanency goal of adoption, have been legally free
for adoption for one year or longer and do not have an identified adoptive family. The contract includes extreme recruitment services for the hardest to place children and those where no or minimal progress was made toward identifying an adoptive family through traditional adoption resource consultant services. Extreme recruitment requires weekly, intensive meetings between the child’s professional team for 12 to 20 weeks and demands a concentrated focus on recruitment of an adoptive resource through locating family/kin members and public/specialized recruitment efforts. A goal is established which must be accomplished by the next weekly meeting. A private investigator locates relatives through the internet, court databases and relationships maintained through previous work experiences.

**DHS Collaboration and Partnerships**

**Goal:** DHS will maintain strong partnerships and collaboration to improve policy and practice leading to increased adoption from foster care. Continued collaboration will occur between the DHS adoption program, State Court Administrative Office, the Adoption Oversight Committee and other stakeholders to improve practice, expand recruitment and address the needs of children in need of a permanent home.

**Statewide Adoption Oversight Committee**

In 2006, the Statewide Adoption Oversight Committee was established and continues to meet bi-monthly. The committee is comprised of representatives from DHS central office and field offices, adoption contractors, the court, adoptive families, the Foster Care Review Board and the Office of Children’s Ombudsman. The committee’s purpose is to:

- Examine adoption services in Michigan and make recommendations for improvement.
- Develop action plans to increase the number of child welfare adoptions and the recruitment of adoptive homes.
- Provide DHS with a long-term work group that represents a cross-section of partners in the adoption arena.
- Act as ambassadors to the larger field, educating colleagues regarding system changes and obtaining input on areas of need.

The work of the Adoption Oversight Committee has been instrumental in the following areas:

- Review of pre-adoption training requirements.
- Research and presentation of national post-adoption models.
- Making recommendations on adoption and adoption subsidy policy and form changes.

**Permanency Options Work Group**

In 2006, Michigan established the Permanency Options Work Group to improve coordination between the courts and DHS on child welfare matters. The Permanency Options Work Group is comprised of representatives from DHS, the State Court Administrative Office and judges. Meetings in 2013 occurred quarterly, and the meetings focused on the following:

- Office of Children’s Ombudsman review of child abuse/neglect fatalities.
- Juvenile guardianship versus termination of parental rights.
• Consent to termination of parental rights.
• Extension of the Juvenile Guardianship program.
• Immigration in child protective proceedings.
• Parenting Time Task Force report.
• Preventing adoption disruption.
• Relinquishing of parental rights.
• Central Registry expunction process.

Adoption Day
Thirty county courts participated in Michigan’s Adoption Day held November 26, 2013. This is a day when courts finalize many adoptions and information is provided to the public on the need for adoptive families for foster youth. During the nine years Michigan has celebrated Adoption Day, over 23,000 children have been placed into adoptive homes from foster care.

Michigan Adoption Resource Exchange
The Michigan Adoption Resource Exchange is an information and referral service contracted by DHS to facilitate finding permanent homes for children. The exchange:
• Produces recruitment and service brochures.
• Maintains a public web-site of children available for adoption.
• Maintains a public web-site of approved, prospective adoptive parents and families.
• Performs potential child and family matching.
• Plans, coordinates and/or supports regional adoption events throughout the state.
• Helps communities develop adoption recruitment activities.
• Produces quarterly newsletters for professionals, parents and children.
• Produces digital video clips of children waiting for an adoptive family.
• Facilitates the Statewide Adoption Oversight Committee meetings.

One of the Michigan Adoption Resource Exchange’s recruitment activities is the Michigan Heart Gallery, a traveling photographic and audio exhibit created to find families for children in foster care. A Heart Gallery opening is scheduled each year to launch the new photo display. The 2013 event was held on Saturday, April 20, 2013 at Jamison Temple Baptist Church in Detroit. Prospective adoptive parents learn about the adoption process, meet with adoption staff and learn about foster children available for adoption. The 2014 Heart Gallery opening took place April 5, 2014 in Royal Oak. Other accomplishments include:
• The annual Kinship Festival was held at Wayne County Community College. The festival provided an avenue for prospective adoptive families to learn about the adoption process, meet with representatives from adoption agencies and interact with youth who attended and were available for adoption.
• The Michigan Adoption Resource Exchange continues to collaborate with Fox 2 News Detroit to produce “A Place to Call Home” which features children who need an adoptive family.
• The Michigan Adoption Resource Exchange web-site was redesigned in 2013 and is now more efficient and user-friendly.

Since 2011, the Michigan Adoption Resource Exchange contract includes the Adoption Navigator program. Adoption navigators are experienced adoptive parents who offer guidance, support, direction and information to prospective adoptive families and assist in matching adoptive families with children. Each prospective adoptive family that inquires about adoption through the Michigan Adoption Resource Exchange is contacted by an adoption navigator. In 2013, the navigators contributed to 61 matches of children and prospective adoptive families.

Project 340 was established in 2011 with a focus on the 340 children who were available for adoption without an adoptive family as of September 1, 2011. The Project 340 team is comprised of adoption resource consultants, permanency resource managers and Michigan Adoption Resource Exchange staff. The team reviews progress, identifies barriers and develops solutions for the identified cases. As of February 2014, an adoptive family was identified, or an alternate appropriate permanency goal was established for 264 of the original cases (78 percent).

**Post-Adoption Resource Centers**

Michigan remains committed to responding to the needs of adoptive families and understands the value in providing post-adoption services to families who have adopted children from the child welfare system. Since April 2012, contracts have been in place for eight post-adoption resource centers located throughout the state.

Youth ages 21 and younger, whose finalized adoptions are from Michigan’s foster care system, and their families are eligible for services through the post-adoption resource centers. Post-adoption resource centers offer the following services:

• Case management.
• Short-term and emergency in-home intervention.
• Coordination of community services.
• Information dissemination.
• Education.
• Training.
• Advocacy.
• Family recreational activities and support.

Each of the centers operates a web-site and produces a quarterly newsletter that includes information about the centers, adoption, trainings and activities for adoptive families and other topics. The post-adoption resource centers work closely with adoption medical subsidy staff to meet the needs of adoptive families. The post-adoption resource centers have been instrumental in providing services to adoptive families. Over 3,000 families throughout the state have received services from the centers.
Adoption Subsidy
The DHS Adoption Subsidy program provides financial support and/or medical subsidy to adoptive families to help children adopted from Michigan's foster care program or those eligible for Supplemental Security Income.

Goal: Review and determine changes needed in the support and medical subsidy programs to assist families who have adopted children with special needs from foster care. To improve benefits to adoptive families, adoption subsidy policy was revised and included the following:
- All children eligible for the adoption support subsidy are eligible for Medicaid coverage.
- Documentation must be current at the time the adoption assistance application is received in the Adoption Subsidy Office for it to be accepted and not subject to expiration during the review process.
- A definition of relative within the fifth degree of consanguinity and clarification of sibling eligibility qualifications.
- Medical subsidy payments cannot be issued unless all other available public money and third-party payments, such as Medicaid, Children’s Special Health Care Services, Community Mental Health and private insurance have been exhausted.
- Medical subsidy requirement that all mental health providers to be licensed and/or under contract with the department.
- The parent must obtain authorization from the Adoption Subsidy Office before the service is rendered to be reimburse for medical or treatment services. Payment is made only for services provided during the approved time and while the child is eligible for medical subsidy.

Guardianship Assistance Program
The Guardianship Assistance Program went into effect in 2009. It offers alternative permanency when reunification and adoption are not viable, with a monthly subsidy up to the foster care payment rate until the child reaches age 18. Guardianship may be especially favorable in the following circumstances:
- For relatives who want to maintain their current relative status.
- For older youth who do not consent to adoption after counseling on the legal benefits.
- When cultural norms do not support termination of parental rights.

Eligible children are those who have had a goal of reunification or adoption but barriers or challenges have prevented permanency from occurring. During 2013, juvenile guardianships were entered by the court for 508 foster youth. Of those, 158 youth were enrolled in the Guardianship Assistance Program.

Technical Assistance Provided to Counties and Local and Regional Entities
Goal: DHS will increase the number of children reaching permanency through guardianship assistance by 10 percent each year through the following:
- Developing a guardianship alert to track all children in care with a goal of guardianship.
• Providing training to local agencies and courts.

**Status:**
• The development of the guardianship alert database is incorporated into Michigan’s Statewide Automated Child Welfare Information System, which was available beginning in April 2014. Until the system was fully operational, guardianship data was obtained manually and through data warehouse reports.
• The adoption program office continues to provide training to local agencies and courts on the Guardianship Assistance Program. Training is also provided on individual cases.

**Grant Projects**
Oakland County DHS and Spaulding Center for Children received a $2 million federal grant to develop and pilot a best practice outreach model in Oakland, Macomb and Wayne counties. The implementation phase of the Diligent Recruitment Grant I-Care 365 Project is in effect from October 2011 through September 2015. The purpose of I-Care 365 is recruiting foster and adoptive families within Oakland, Macomb and Wayne counties.

**Michigan Child and Family Services Review Permanency Outcomes 2 and 3**
Please see Attachment H for Michigan’s achievement for Child and Family Services Review Permanency Outcomes 2 and 3 from 2008 through 2013.

**ADOPTION INCENTIVE FUNDS**

Michigan received a $3,964,000 federal Adoption Incentive Grant, which was expended by December 31, 2012. Contracts were awarded for the following services:
• **Adoptive Parent Consultants.** Adoptive parent consultants are experienced adoptive parents who serve as peer mentors and trainers to pre-adoptive and adoptive parents. The service area expanded in 2012 to include Muskegon and Ottawa counties.
• **Adoption Resource Consultants.** Two contracts were awarded to Orchards Children’s Services in Oakland County to provide enhanced oversight and case planning for children and youth with terminated parental rights for over one year without an identified adoptive family. Extreme recruitment services were added in 2011. In 2012, the service area was expanded statewide. These contracts are funded by other sources, as the adoption incentive funds were exhausted.
• **Adoptive Parent Training.** This contract was awarded to Michigan State University School of Social Work, and adoption-specific training was provided to adoption workers and parents who were adopting or had adopted a child from the child welfare system.
• **Adoption Navigators.** The contract with the Michigan Adoption Resource Exchange was amended in 2011 to include adoption navigators. Adoption navigators are experienced adoptive parents who offer guidance, support and information to prospective adoptive families throughout the adoption process.
• **Foster Care Navigators.** Foster care navigators are experienced foster parents who offer guidance, support and information to prospective foster parents throughout the licensing process.

• **Consultation Services.** This contract was awarded to Adoption Network Cleveland and provided training and consultation services to the adoption and foster care navigators.

• **Permanency Docket.** A special docket was crafted between the department, Oakland County and the Sixth Judicial Court. The docket emphasizes the need to reduce the amount of time to finalize adoptions, reduces disruption of the permanency plan and eliminates barriers.

• **Wayne County Court Docket.** This Interagency Agreement was between the department and the State Court Administrative Office. Permanency-related services were provided to Wayne County courts for the review and management of DHS foster care cases for children awaiting permanency.

• **Post-Adoption Resource Centers.** Post-adoption services are provided statewide through eight regional resource centers. The centers provide case management, coordination, information dissemination, adoptive family support and a public web-site.

• **Marketing Research and Media Planner.** A contract was awarded in 2012 to develop a marketing campaign for the recruitment of adoptive and foster homes, targeting southeast Michigan. The contract produced standard tools that can be customized.

Additionally, Adoptive Incentive Funds were utilized for the following services:

• Presentation of two adoptive and foster parent conferences.

• A faith-based summit to raise awareness of the need for adoptive and foster homes among faith communities.

• Permanency forums with county staff and stakeholders that reviewed best practices from previous forums and exchanged ideas on improving all areas of permanency.

• The Adoptive Child/Family Enrichment Program, which provided financial reimbursement to adoptive parents for child/family enrichment activities.


• Post-adoption assessments and services for adopted youth that were not covered through the Department of Community Health/Community Mental Health or the Adoption Medical Subsidy Program.

• Statewide adoption conference for adoption staff, court staff and adoptive parents.

**INTER-COUNTRY ADOPTIONS**

In Michigan, inter-country adoptions are exclusively within the purview of licensed private adoption agencies. An adoption agency licensed in Michigan to provide inter-country adoptions
has an agreement with the foreign country specifying the responsibilities of the agency in completing adoptions. Children in families at risk of disruption or dissolution are eligible for the same services and supports as a child born in this state when entering foster care. There were no known internationally adopted children whose adoptions were dissolved in 2013.

ADOPTIVE AND FOSTER PARENT RECRUITMENT AND RETENTION

DHS will develop and maintain an adequate number and array of adoptive and foster home placements to meet the safety and permanency needs of children requiring out-of-home care. DHS is increasing recruitment and retention of foster homes for adolescents, sibling groups and children with disabilities by:

- Distributing recruitment and licensing data to DHS and private agencies monthly.
- Increasing public awareness through media and recruitment activities locally.
- Collaborating with the Faith Communities Coalition on Foster Care and other initiatives.
- Providing technical assistance to produce viable recruitment and retention plans.

In 2013, DHS collected and analyzed trends on new licenses, closed homes and the number of relative homes compared to non-relative homes.

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<tr>
<td>Ingham</td>
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<td>61</td>
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<tr>
<td>Kent</td>
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<table>
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<th>Non-relative</th>
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<tr>
<td>Total</td>
<td>355</td>
<td>569</td>
<td>924</td>
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There was a five percent increase in the overall number of foster homes licensed and a four percent increase in the number of non-relative foster homes licensed from 2012 to 2013. The results of the closed home surveys show the majority of homes close voluntarily, with adoption as one of the top reasons for not continuing as foster parents.

**Michigan Licensing Achievements in 2013**

- The DHS Bureau of Children and Adult Licensing issued 2,318 new foster home licenses, an increase of 175 from 2012.
- Of those new licenses, 1,490 will accept unrelated placements, an increase of 181.
- The number of homes that closed was 2,327, an increase of 238 from 2012.
- In 2013, the retention rate of licensed foster homes was 70 percent, which is three percent higher than the retention rate in 2012.
- Each month approximately 150 to 200 surveys are sent to foster parents whose foster home closed during the previous month.

The top four reasons foster parents closed their license remains consistent each year and include:

1. Adopted the child(ren) placed with them.
2. Needed to focus on family needs.
3. Demands/stress of being a foster parent.
4. Frustration with court/agency/foster care system.

**Goal 1:** DHS will ensure Michigan meets the capacity and need for foster and adoptive homes by:

- Analyzing licensing and SWSS data to determine the need for foster and adoptive homes by county, and negotiating licensing goals with counties based on need.
- Producing specialized scorecards that track the number of licensed homes, relative and non-relative homes and homes for adolescents in each county.
- Providing tools for recruiting, licensing and retaining foster parents.
- Collaborating with MiSACWIS to develop standard reports on adolescents, sibling placements and splits, children with disabilities and children waiting for adoptive homes. These include new foster care entry data.

**Status:**

- DHS provides counties with demographic data of children entering, exiting and currently in foster care. This information is used in local recruitment plans.
- Monthly scorecards are provided to counties and DHS business service centers showing progress toward licensing goals.

**Adoptive and Foster Parent Retention and Recruitment Plan**

- An annual plan template was released to the counties and private agencies in 2012.
- Annual plans are developed by local offices in collaboration with private agencies.
• Annual plans covering all 83 counties were submitted to the statewide recruitment and retention coordinator. Each plan highlighted:
  o Agencies actively licensing homes in the county.
  o Goals for the number of non-relative homes needing licensure.
  o Goals for the number of homes for teens needing licensure.
  o County plans to recruit foster and adoptive families.

Retention and Recruitment Accomplishments in 2013
• In 2013, DHS presented a training “Hitting the Mark! Targeted Recruitment Strategies.” The training included strategies on how to recruit families for older youth, children with disabilities and large sibling groups. In addition, the importance of support and retention of foster, adoptive and kinship families was explored. In 2013, scorecards were provided to agencies showing final licensing goals. Scorecards are sent to directors monthly that show local progress on goals.

Retention and Recruitment Accomplishments and Planned Activities for 2014
The recruitment goals and action steps for 2014 require collaboration between the DHS county office, private agencies and tribes that serve the county, faith communities and key foster/adoptive/kinship parents to determine recruitment needs, goals and actions steps.

• DHS implemented a recruitment and retention pilot in three counties to assist recruiting and training foster, adoptive and kinship parents.
• Five business service center annual plans and budgets for 83 counties were approved.
• The county plans were submitted to their appropriate business service center. Each center developed a plan based on the county plans.
• DHS requested technical assistance on customer service through the National Resource Center on Recruitment.
• DHS will continue the Statewide Strategic Planning Committee with stakeholders and the business service centers to discuss successful recruitment and retention strategies.

Technical Assistance Provided to Counties and Local and Regional Entities
Goal: DHS and private agencies will use best practices to increase the number of homes and improve retention.

• Each agency will submit a plan that identifies the number of specialized homes needed and activities to recruit families, focusing on adolescents, sibling groups, children with disabilities and those awaiting adoption.
• The retention and recruitment coordinator will distribute a report to agencies that describes best practices used in Michigan.

Recruitment and Retention Media and Events
DHS collaborated with the Michigan Adoption Resource Exchange, the Faith-Based Coalition on Foster Care and the Michigan Association for Foster, Adoptive and Kinship Parents on media and recruitment events.
Recruitment and retention Media and Events Accomplishments in 2013

- The Michigan Adoptive Resource Exchange collaborated with Fox 2 News Detroit on a feature, “A Place to Call Home” that introduces a child who needs an adoptive family.
- DHS worked with several media venues to execute effective marketing strategies and advertising for recruitment of foster and adoptive parents statewide.
- The 2013 Heart Gallery Opening was held in Detroit in April. Interested families met with child-placing agencies to initiate the licensing process.
- DHS supported 400 foster, adoptive and kinship parents to attend the Michigan Association for Foster, Adoptive and Kinship Parents Conference.
- DHS collaborated with Oakland County DHS and Spaulding for Children on the federal Diligent Recruitment Grant (I-CARE 365) that recruits foster and adoptive families in Macomb, Oakland and Wayne counties through targeted recruitment events.
- DHS collaborated with the Michigan Department of Natural Resources on three “Fostering Family Fun” recruitment events in Oakland, Cheboygan and Clinton counties.
- The annual Kinship Festival was held at Wayne County Community College. Families interested in adoption interacted with available youth. Adoption navigators followed up.
- DHS hosted the second annual Faith-Based Summit in 2013. Over 200 faith leaders and faith community partners attended the event.
- DHS collaborated with the Foster Care Review Board, the Bureau of Children and Adult Licensing, Native American Affairs and seven large parent-led support programs to create the Foster, Adoptive and Kinship Parent Collaborative Council. The purpose of this council is to unify foster, adoptive and kinship parents in Michigan and develop collaboration that encourages mutual support through advocacy and education.

Recruitment and Retention Media and Events Accomplishments and Planned Activities in 2014

- DHS collaborated with several media companies on public service announcements and billboards statewide.
- DHS will collaborate with a graphic design company to create targeted recruitment materials for consistent recruitment messaging statewide.
- DHS continues to collaborate with the Department of Natural Resources to host four Family Fun Events for foster, adoptive and kinship families. The Department of Natural Resources will launch the “share the outdoors with a foster child” campaign.

Michigan Adoption Resource Exchange Collaboration
The Michigan Adoption Resource Exchange is the liaison between adoptive applicants and adoption agencies. The exchange receives referrals from families interested in adopting photo-listed children and refers them to agencies serving those children. The exchange operates the Heart Gallery, a traveling photographic exhibit to find families for children in foster care.
Michigan Adoption Resource Exchange Collaboration Accomplishments in 2013

- The Michigan Adoption Resource Exchange held regional recruitment events that provided an environment for families to meet available children.
- The exchange hosted Heart Gallery events throughout Michigan.
- The Heart Gallery Opening occurred in 2013 in Detroit.

Foster/Adoptive Parents as Recruiters

DHS local offices and private agencies include experienced foster and adoptive parents in local recruitment activities that:

- Developed resource books and newsletters for adoptive and foster parents.
- Established mentoring programs.
- Used recognition events to honor foster parents.
- Presented information at malls, churches, 4-H group meetings and community forums.
- Emphasized the importance of collaboration to meet recruitment and retention goals.

Goal 3: DHS will increase recruitment and retention using adoptive and foster parents by:

- Including experienced foster parents to explain the benefits of fostering and adopting and the need for homes for adolescents, sibling groups and children with disabilities.
- Developing partnerships between agencies to use adoptive and foster parents and foster children to increase awareness.
- Enhancing partnerships with national and state associations.
- Enhancing collaboration with churches, schools and community organizations.

Foster/Adoptive Parents as Recruiters Accomplishments in 2013

- The Foster Care Navigator Program was implemented statewide. Foster care navigators are assigned to inquiring families to help them navigate the licensing process. Navigators locate resources, review licensing rules and assist potential foster parents to understand the needs of children in foster care.
- DHS collaborated with the Foster Care Navigator Program to celebrate exceptional foster parents by fulfilling 30 wishes for 30 Michigan foster families in 30 days in 2013.
- DHS collaborated with the Michigan Association for Foster, Adoptive and Kinship parents on the annual training conference. DHS also collaborates with the association to connect foster and adoptive parents to resources, education and training.

Foster/Adoptive Parents as Recruiters Planned Activities in 2014

The Foster, Adoptive and Kinship Parent Collaborative Council will host two conferences. In addition, DHS will:

- Continue to operate the Foster Care and Adoption Navigator programs.
- Encourage agencies to develop and host parent-led support groups.
- Ensure foster and adoptive parent representation on work groups.
**Targeted Recruitment**
Local DHS offices and private agencies include foster youth at presentations to engage prospective foster and adoptive parents for older youth.

**Goal:** DHS will target recruitment for special populations of adolescents, sibling groups, children with disabilities and children waiting for adoption. DHS will:

- Engage adolescents to identify connections and activities to find permanent families.
- Involve foster children in activities to increase interaction among foster youth.
- Develop recruitment plans specific to teenagers, children with disabilities and sibling groups.
- Use permanency resource monitors and adoption resource consultants to address children’s special permanency needs.
- Provide literature to adoptive and foster parents describing special populations’ needs.
- Implement mentoring for adoptive and foster parents.
- Increase the number of foster parent recognition events.
- Increase the number of resources to provide training, support and education.

**Targeted Recruitment Accomplishments in 2013**
DHS continued to collaborate with adoption resource consultants and the Michigan Adoption Resource Exchange on Project 340. Activities included:

- Project 340 identified all children waiting for adoptive families from the Michigan Adoption Resource Exchange web-site as of September 1, 2011.
- The group identifies barriers and develops solutions for permanency.
- As of December 2013, 264 youth from Project 340 were placed with adoptive families or had identified alternative permanency goals.

DHS continued post-adoption services statewide in 2013. Post-adoption services include case management, support groups, coordination of services and referral.

**Targeted Recruitment Planned Activities for 2014**
- Continue using adoption resource consultants and extreme recruitment to find adoptive families for waiting children.
- Continue to collaborate with the Michigan Adoption Resource Exchange on finding homes for all waiting children.

**Faith-Based Recruitment**

**Goal 4:** DHS will facilitate the adoption of children and services for youth in the foster care system by involving members of the faith community in recruiting, training and supporting adoptive/foster families. Collaborating with the faith community will:

- Increase awareness of the need for foster and adoptive parents among churches.
- Provide gatherings where organizations and child-placing agencies can network.
- Challenge congregations to collaborate with agencies on projects or programs to benefit foster children, foster/adoptive/kinship families or aging-out youth.
- Encourage congregations to recruit foster and adoptive parents and mentors.
Faith-Based Recruitment Accomplishments in 2013
In April 2013, DHS hosted a Faith-Based Leadership Summit to bring together faith-based leaders and organizations to recruit foster and adoptive parents, and develop strategies to meet the needs of foster/adoptive youth and their families.

Faith-Based Recruitment Accomplishment in 2014
DHS hosted the Faith-Based Summit in April 2014 to unify faith-based leaders and organizations to increase the number of foster/adoptive parents and gain commitments to provide resources for foster children.

Statewide Strategic Recruitment and Retention Plan
DHS established a committee of staff, community partners and agencies to create a comprehensive recruitment and retention plan. DHS will continue to collaborate with stakeholders in Michigan on initiatives in 2014 including:

- Targeted, child-specific recruitment to meet the needs of children in care.
- Recruitment and development of unrelated homes and homes for sibling groups.
- Addressing barriers to retention of foster and adoptive parents.
- Training for staff and prospective foster and adoptive parents on placement resources and concurrent planning.
- Timely search of prospective parents for children in care.
- Collaboration with agencies and community-based organizations.
- Development of strategies to address permanency needs from the first day children enter the child welfare system.

Goal 5: DHS will implement a strategic plan that encompasses all retention and recruitment supports in a collaborative effort that will:

- Raise awareness of the need for foster and adoptive parents.
- Distribute practice guides to agencies, organizations and faith communities.
- Create a tracking system for agencies recruiting and licensing foster parents through MiSACWIS.
- Educate agencies on current successful recruitment activities.

Status: Public and private agencies collaborate to create an annual Adoptive and Foster Parent Retention and Recruitment Plan for each county. In addition, each business service center creates an annual adoption and foster parent recruitment and retention plan.

STAFF DEVELOPMENT AND PROGRAM SUPPORT

The Office of Workforce Development and Training develops, delivers, implements, evaluates, tracks and monitors training for all child welfare staff except pre-service training for foster home licensing staff, which is provided by the Bureau of Children and Adult Licensing.
Pre-service classes for caseworkers and supervisors are offered monthly. In-service classes are offered statewide on a continual basis. A university consortium offers several in-service training courses and Office of Workforce Development and Training offers several on-line courses. This update details training activities that occurred between April 1, 2013 and March 31, 2014. The numbers in parentheses next to each class indicates the number of staff completing that training during the report period.

**Pre-Service Institute: Caseworkers**
To ensure caseworkers are prepared to provide for the safety, permanency and well-being of children and families, the Office of Workforce Development and Training offers training on child welfare laws, programs, policies, skills, the MiTEAM model and the philosophy of Michigan’s child welfare system. This training is composed of classroom and on the job training components. A shorter, program-specific transfer training is available for workers who previously completed the Pre-Service Institute in one program area and are transferring to a new program.

**Children’s Protective Services (CPS) Training**
The CPS Pre-Service Institute prepares caseworkers to receive and investigate complaints of child abuse and neglect. CPS caseworkers learn to conduct interviews, engage and assess families, develop reports and service plans, testify in court and practice personal safety techniques.

- CPS Pre-Service Institute (164)

Child welfare caseworkers transferring to CPS from a different program complete 18 days of program-specific transfer training where they learn case management systems and the policies and procedures necessary to carry out the functions of the job.

- CPS Program-Specific Transfer Training (111)

**Centralized Intake**
The Centralized Intake Pre-Service Institute prepares intake workers to receive and assign complaints of child abuse and neglect. They also receive training in customer service and communication techniques.

- Centralized Intake Pre-Service Institute (20)

**Foster Care Training**
The foster care Pre-Service Institute prepares caseworkers to provide services that ensure the safety, well-being and permanency of children committed to DHS for care and supervision. Foster care caseworkers learn the process of moving children to permanency, engaging and assessing families, developing service plans, testifying in court, documentation, policies and procedures, and practicing personal safety techniques.

- Foster Care Pre-Service Institute DHS (111)
- Private agency (220)
Caseworkers transferring to foster care from another program complete 13 days of foster care program-specific transfer training. They learn the process of moving children to permanency, engaging and assessing families, developing service plans, testifying in court, documentation and policies and procedures to carry out the functions of the job.

- Foster Care Program Specific Transfer Training
  - DHS (72)
  - Private agency (25)

**Adoption Training**
The adoption Pre-Service Institute prepares caseworkers to provide services that ensure the safety, well-being and permanency of children whose parents’ rights have been terminated and have a goal of adoption. Caseworkers learn the adoption process and timeframes, how to engage and assess children and families for permanence, documentation, policies and procedures, how to testify in court and practicing personal safety techniques.

- Adoption Pre-Service Institute
  - DHS (0)
  - Private agency (17)

Child welfare caseworkers transferring to adoption from a different program complete 13 days of program-specific transfer training. They learn the adoption process and timeframes, how to engage and assess children and families for permanence, documentation and the policies and procedures necessary to carry out the functions of the job.

- Adoption Program-Specific Transfer Training
  - DHS (9)
  - Private agency (57)

**Juvenile Justice Training**
DHS juvenile justice workers provide case management for delinquent youth committed to DHS by the courts. Many juvenile justice case managers are court employees and trained by the Michigan Judicial Institute of the State Court Administrative Office. DHS juvenile justice case managers attend a five- to 10-day program-specific transfer training, which is offered quarterly. The duration of the training is determined by class size and the experience of the attendees.

- Juvenile Justice Program-Specific Transfer Training
  - (36)

DHS Bureau of Juvenile Justice residential staff is trained by the Office of Workforce Development and Training. Residential staff is also trained internally by staff trained by the Office of Workforce Development and Training or otherwise certified by an outside entity. The Office of Workforce Development and Training is developing a means to track juvenile justice residential training centrally. Currently, training is tracked locally by each individual facility.

**In-Service Training: Caseworkers**
Beginning in fiscal year 2014, DHS expanded the population of staff required to complete 32 in-service training hours per year. All public and private caseload-carrying staff and those with specialized or supportive roles are expected to complete in-service training. These training hours can come from a variety of sources including training provided by the department, local
training and training provided by the Prosecuting Attorneys Association of Michigan and the State Court Administrative Office.

The Office of Workforce Development and Training has a contract with Michigan State University to provide 150 half-day training sessions between August 2011 and July 2014. Seven Michigan universities with graduate social work programs develop and deliver training to address current trends and areas targeted for improvement. This partnership allows child welfare staff and supervisors to attend training free of charge. For the complete list of trainings offered through the University In-Service contract, see Attachment L.

The Office of Workforce Development and Training offered the following in-service training options. The numbers in parentheses indicate the number of DHS and private agency staff trained in 2013:

- Advanced Medical Topic: Bruises, Bites... (13)
- Advanced Medical Topic: Medical Child Abuse (7)
- Community Mental Health - Trauma (16)
- CPS Policy Review (16)
- CPS Report Writing 101 (96)
- Foster Care Report Writing 101 (11)
- Human Trafficking (137)
- Indian Child Welfare Act Refresher (124)
- Introduction to Sexual Abuse (49)
- Medical/Mental Health: Attachment Theory and Practice (91)
- Medical/Mental Health: Issues in Child Welfare (74)
- Psychotropic Prescribing in Child-Caring Institutions (48)
- Secondary Trauma (59)
- Verbal De-escalation (60)

In addition, some Pre-Service Institute modules are offered as in-service training. Newly hired caseworkers complete these modules during the pre-service institute, while other trainees can drop in to refresh knowledge and skills and receive in-service credit:

- Adoption Legal (5)
- Confidentiality (1)
- CPS Forensic Interviewing (7)
- CPS Legal Process (10)
- Interviewing and Investigations (8)
- Introduction to Working Safe Working Smart (4)
- MiTEAM (PSI) (8)
**Child Welfare Supervisor Training**

All DHS and private agency first-line supervisors new to child welfare supervision must complete the 40-hour child welfare supervisor training and pass a written exam within 90 days of hire or promotion. This training is offered monthly. Following are the number of individuals who completed supervisor training in each program area during this period:

- **CPS** (37)
- **Foster care** (73)
- **Adoption** (31)

The current curriculum is based on management and leadership competencies, Child and Family Services Review program improvement plan requirements and continuous quality improvement findings.

In addition to child welfare supervisor training, DHS supervisors are required to attend New Supervisor Institute within six months of hire or promotion. As a result, DHS supervisors attend two separate trainings that have some overlapping objectives. An effort to align the two trainings is in progress. In 2012, a needs analysis was conducted and program-specific focus groups were formed in 2013 to gather information on the skills and knowledge necessary to perform successfully as a new child welfare supervisor. Information from both assessments was combined and during early 2014, development of a redesigned supervisory training began. The child welfare track will contain child welfare-specific elements emphasizing measurable behaviors to show the success of child welfare reform. The training will offer supervisors a single training option that meets all of their pre-service training needs.

**Family Preservation Services Training**

Family preservation trainers deliver training to private agency staff that provide in-home crisis intervention, support services or reunification services to families. These programs include Families First of Michigan, the Family Reunification Program and Families Together Building Solutions. Family preservation training focuses on research-based service delivery using strength-based, solution-focused techniques:

- **Family Preservation Skills Revisited** (17)
- **Families First of Michigan Core Training Series** (68)
- **Families First of Michigan Supervisor Orientation** (12)
- **Family Reunification Program Core Training Series** (48)
- **Families Together Building Solutions Core Training** (96)
- **Supervisory II** (15)

Other family preservation topics were offered and available to all child welfare staff:

- **Domestic Violence** (103)
- **Domestic Violence Laws (1/2 Day)** (39)
- **Incest-Affected Families I** (2)
- **Incest-Affected Families II** (2)
Position-Specific Training
Education planners were offered a variety of training opportunities:

- Education Requirements for Youth in Foster Care (48)
- Education - College Scholarships and Resources (177)
- Educational Requirements and College Resources (24)

Child welfare funding staff was offered training:
- Child Welfare Funding Specialist Training (24)

MiTEAM peer coaches were offered training:
- MiTEAM Peer Coach - DHS New Hire Training (2)
- MiTeam Peer Coach Training: Guide and Observation (114)
- MiTeam Developmental Module 2 (14)
- MiTeam Peer Coach Roles and Responsibilities (54)

Maltreatment in Care staff was offered this training:
- CPS-Maltreatment in Care Part I Webinar (138)

MiSACWIS local office experts (LOE) were offered these training opportunities:
- MISACWIS LOE Conceptual Training 101 (172)
- MISACWIS LOE Conceptual Training 102 (163)
- MiSACWIS LOE Training Support 1 (14)
- MiSACWIS LOE Training Support 2 (11)

Pathways to Potential Training
Pathways to Potential is a DHS initiative that places Family Independence specialist success coaches in schools so families can easily access services in their communities. The primary goal is to help the families find solutions to barriers. The program is also staffed with eligibility specialist workers who help families access public assistance benefits and assist the success coach when necessary. The program launched in 2012 and initially included schools in Detroit,
Pontiac, Flint and Saginaw. The program expanded to Muskegon, Kalamazoo, Macomb, Lapeer, Roscommon, St. Clair, Newaygo and Midland counties. Success coaches provide support to families with children by administering public assistance benefits, addressing barriers to school attendance and connecting families to supports.

- Pathways to Potential Phase II – Success Coach Boot Camp (72)
- Pathways to Potential Phase II - Technology (57)
- Pathways to Potential - Hidden Rules of Poverty (211)
- Pathways to Potential - Poverty Simulation (51)
- Pathways to Potential - Transportation Solutions (96)
- Pathways to Potential - Strengthening Families 101 (60)

**Crucial Conversations/Crucial Accountability/Influencer**

The Division of Continuous Quality Improvement provided child welfare staff with the opportunity to improve their skills at Crucial Conversations and Crucial Accountability trainings. Training in these advanced communication techniques will improve caseworker engagement with families by helping them address situations in which the results did not meet expectations.

- Crucial Conversations 2012 and 2013 (528)
- Crucial Accountability (1294)
- Crucial Accountability - MiTeam (23)
- Influencer (63)

**Strengthening Families: Protective Factors**

With the Children’s Trust Fund and Governor’s Task Force, the framework for Strengthening Families: Protective Factors was presented to DHS staff through these activities:

- Integration into Title IV-E waiver training.
- Training for Pathways to Potential success coaches.
- Training offered by local Great Start Collaborative partners.

**MiSACWIS Training**

In April 2014, DHS began using the new information system, MiSACWIS, for case management documentation. This web-based system allows public and private caseworkers to access and document child and family information in one location. The Office of Workforce Development and Training worked with MiSACWIS staff to offer web-based and classroom training between April 1, 2013 and March 31, 2014. The following classroom trainings were offered:

- MiSACWIS -Central Office (49)
- MiSACWIS Local Office Expert Basic (12)
- MiSACWIS Local Office Expert Facilitation Training (198)
- MiSACWIS -Local Office Expert (221)
- MiSACWIS Manager and Clerical (1213)
- MiSACWIS Pilot 2 Training (54)
• MiSACWIS Train-the-Trainer (88)
• MiSACWIS Train-the-Trainer Refresher (45)
• MiSACWIS Worker (3386)
• MiSACWIS Worker - CI (130)

The following MiSACWIS web-based learning was offered:

1. About This Training (6,208)
2. Manage a Person Overview (1,074)
3. Manage Payments (782)
4. Manage Reports, Forms, Notices and Letters (902)
5. Record Assessments (957)
6. Record Court Actions Part 1: Petitions, Motions and Hearings (1,070)
7. Get Started in MiSACWIS (5,796)
8. Manage Staff (1,082)
9. Record a Case Profile (1,269)
10. Record a Person Profile (1,020)
11. Record Court Actions Part 2: Orders and Findings (1,004)
12. Navigate in MiSACWIS (5,719)
13. Record a Health Profile (975)
14. Record Legal Status and Appeals (1,007)
15. Record Social Work Contacts (1,233)
16. General Tasks in MiSACWIS (5,622)
17. Record Education and Financial Profiles (9,51)
18. Record Provider Information (1,128)
19. Record Initial Removal and Placement (1,104)
20. Record Provider Information (416)
21. Support Using MiSACWIS (5,554)
22. Introduction to Financial Management (5,526)
23. Access MiSACWIS (4,957)
24. MiSACWIS Security Training (2,923)

Online Learning Courses
A contract with Relias (a Child Welfare League of America-endorsed training provider) has allowed staff access to 150 online child welfare courses. In addition to the Relias offerings, online training continues to be developed by the Office of Workforce Development and Training to meet the needs of caseworkers and supervisors while minimizing travel. The courses completed in this reporting period are included in Attachment I.

Expanding services – The Child Welfare Tuition Reimbursement Plan
The Child Welfare Tuition Reimbursement Plan was not funded in 2014. DHS intends to re-implement in the 2015-2019 state plan.
Training Collaboration
The Office of Workforce Development and Training collaborated in efforts including:

- The Peer Training Network and the Training Roundtable.
- The Training Council, a collaboration of public and private agencies, universities and other stakeholders that reviews curricula and course content and makes recommendations for improvement.
- The Medical Advisory Committee to develop training to address the medical and mental health needs of children.
- The Child Abuse and Neglect Conference Planning Committee.
- Presentations during the Pre-Service Institute by the Michigan Association for Foster, Adoptive and Kinship Parents and Michigan Youth Opportunities Initiative.
- Collaboration with the State Court Administrative Office to develop training on legal matters for local offices and agencies statewide.
- Collaboration with the Michigan attorney general to provide legal training for new and experienced child welfare caseworkers.
- Prosecuting Attorneys Association of Michigan training for staff on the model child abuse investigation protocol, forensic interviewing and other topics.
- A Legal Training Coordination work group was convened in January 2014 to improve relationships between local child welfare professionals and courts.
- A partnership with Michigan State University to implement the redesigned curriculum for the Pre-Service Institute. The curriculum was implemented March 17, 2014.
- DHS staff collaboration with the Michigan Association of Baccalaureate Social Work Educators regarding internship placements and the Child Welfare Certificate program.

Office of Workforce Development and Training Goals

Goal 1: DHS will communicate training issues to DHS and private agency staff through specialized training letters, web-site updates and electronic communications in 2011 and 2012.

Status: Complete. The Office of Workforce Development and Training maintains a web-site to enhance communication with local DHS and private agency offices and stakeholders. The web-site provides information about training schedules and highlights upcoming training events.

Goal 2: DHS will expand capacity to provide pre-service training to newly hired workers by developing private agency-led Pre-Service Institutes.

- In 2011 and 2012, DHS will expand foster care pre-service training and start private agency-led pre-service training.
- In 2011 and 2012, DHS will evaluate the effectiveness of private agency-led pre-service training by comparing trainer evaluations and trainee examination scores.
- DHS will modify and continue building private agency training capacity through 2014.
Status: This goal was eliminated. Because DHS now offers online training and pays a per diem payment to private agencies for staff that complete mandatory training, travel and associated costs for the private agencies were minimized (a reason for exploring this option). Boilerplate language in the DHS budget requires the Office of Workforce Development and Training to deliver training each month.

Goal 3: DHS will expand in-service training to public and private child welfare workers. In 2013, DHS continued to collaborate with universities to present in-service options and led a training consortium to identify training needs for caseworkers, tribes and other professionals.


Goal 4: DHS will collaborate with the seven graduate schools of social work in Michigan to develop coursework that covers most of the pre-service training to reduce training time.

- In 2010, training managers met with the universities to identify issues and share lesson plans.
- The Office of Workforce Development and Training implemented coursework in at least one university by August 2011 and will continue expanding to other university programs, including undergraduate social work programs, by 2014.


Status: As of March 31, 2014, the following universities had received endorsement:

- Ferris State University.
- Eastern Michigan University.
- Michigan State University (bachelor’s and master’s of social work program endorsements).
- Northern Michigan University.
- Grand Valley State University.
- Andrews University (bachelor’s of social work and master’s of social work program endorsement).
- Cornerstone University.
- Spring Arbor College.
- Oakland University.
- Northern Michigan University.
- Siena Heights University.
- Marygrove College.
Michigan State University developed the curriculum for the first phase of the new Pre-Service Institute. Child welfare certificate holders will not be required to attend phase I of the Pre-Service Institute, thus reducing their training time.

**Goal 5:** DHS will identify and implement training to address unmet needs of children and families that present barriers to safety, permanency and well-being.

- In 2012, the Office of Workforce Development and Training continues to integrate family preservation into training to reduce unnecessary removal and placement of children.
- In 2012, the Office of Workforce Development and Training worked with the foster care program office to implement concurrent permanency planning policy and training.
- The Office of Workforce Development and Training will continue to weave core concepts throughout its training and develop individual training modules or in-service training on key issues.

**Status:** Office of Workforce Development and Training staff sits on various committees assuring continuity in addressing the unmet needs of children and families.

- The Training Council receives stakeholder feedback on training needs.
- The Modified Settlement Agreement Work Group identifies key strategies for systemic child welfare reform.
- The trauma-informed systems of care work group gathers information about trauma-informed systems of care and makes recommendations.
- The Race Equity Coalition to assure cultural competence in the workforce.
- The MiSACWIS Training Subcommittee to assure new and experienced staff is trained to use the MiSACWIS system. The Data Evaluation Team meets to determine which data DHS should measure and communicate data needs.
- The Child Welfare and Juvenile Justice Steering Committee identifies priorities and the service and administrative components of the child welfare/juvenile justice integration.
- The Mobile Worker Technology Steering Committee is developing a process for accessing training materials on mobile applications.
- The CPS Advisory Committee works to identify training needs for CPS staff.
- The Adoption Oversight Committee is improving adoption training.
- The Learning Management System Intent to Bid and Services Release Planning Committee are ensuring a system is implemented to track training statewide.
- The Title IV-E training work group creates the curriculum for waiver project staff.
- The MiTEAM leadership subcommittee assures training is delivered to county directors and child placing agency chief executive officers.
- The Strengthening Our Focus Advisory Council Training Sub-Team assures that training needs for the MiTEAM enhancements and modified settlement agreement are met.
  - The Maltreatment in Care units address safety of children in care.
  - The new Pre-Service Institute trains new caseworkers in the continuum of care, assuring that new caseworkers understand how child welfare programs affect permanence for children.
The Human Trafficking Task Force is working with the Office of Workforce Development and Training to educate caseworkers on indicators and resources for victims of human trafficking.

**Goal 6:** By 2011, the Office of Workforce Development and Training will implement new training for relative caregivers and guardians, foster and adoptive parents and private agency adoption workers.

**Status:** Complete. The Office of Workforce Development and Training and foster care program office distributed DVDs of several modules of the Parents’ Resource for Information, Development and Education digital curriculum to local DHS and licensed foster care agencies. The DVD-based modules do not replace the classroom-based training; they supplement it, which may allow a potential foster family to more quickly progress toward licensure.

**Goal 7:** The Office of Workforce Development and Training will implement a process in the training registration system to certify that supervisors review revised policy with their staff.

**Status:** The Office of Workforce Development and Training records in-service training hours for supervisor and staff review of new policy. Supervisors use an automated process with an electronic signature that certifies they have reviewed policy with their staff.

A listing of all trainings can be found in the child welfare training matrix in Attachment M.

**FOSTER AND ADOPTIVE PARENT TRAINING**

The Office of Workforce Development and Training provides train-the-trainer sessions for DHS and private agency staff and agency-sponsored foster/adoptive parent co-trainers who train foster and adoptive families. The required pre-licensure/pre-approval curriculum is the Foster/Adoptive Parents’ Resource for Information, Development and Education (PRIDE) training. The training is led by a master trainer on the Office of Workforce Development and Training staff. Effective March 2013, a three-year contract was secured for training services. A PRIDE train-the-trainer class is provided every month in a different location throughout the state. This four-day class is co-trained by an Office of Workforce Development and Training trainer and a contracted trainer.

- Pride - Train the Trainer (168).

In late 2013 and into 2014, discussion of expanding training opportunities for birth, foster and adoptive parents and relative caregivers took place. In early 2014, a survey of available training took place and an extensive list of training resources was compiled. Subsequently, a work group began discussion on disseminating information and resources to stakeholder parents.

Michigan State University provides free courses for foster and adoptive parents. The Michigan Federation for Children and Families co-sponsored free trainings that MSU provided in
November 2012. The Michigan Association for Foster, Adoptive and Kinship Parents continues to provide training. Many training opportunities are provided at the local level and through multi-county and multi-agency training coalitions. DHS will explore how training may be enhanced for foster and adoptive parents.

PROFESSIONAL DEVELOPMENT

The Office of Workforce Development and Training provides non-programmatic skills training and performance consultation services to employees of DHS. Professional development staff develops and delivers classroom and web-based training and professional networking websites. Professional development services are described below.

New Supervisor Institute: All new supervisors are expected to attend training that includes classroom instruction and web conferences within six months of hire or promotion.
Status: Four sessions of the New Supervisor Institute were completed in 2013.
- New Supervisor Institute (138)

Customer Service Excellence Training: This web-based training identifies customer conditions and personalizes the delivery of service.
Status: All new DHS employees are required to complete this course.

Working Safe/Working Smart: This web-based course identifies techniques for field safety, office safety and interviewing to increase the knowledge and skills of staff to recognize emotionally charged situations.
Status: This training is offered in new worker training for public assistance and child welfare caseworkers.

Leadership Academy: The academy develops a pool of 20 to 25 high-potential candidates who are prepared to step into leadership positions. Members are trained in leadership competencies rather than groomed for particular positions.
Status: The most recent Leadership Academy class of 23 members graduated in 2012. The Leadership Academy was discontinued and is being replaced with the DHS Emerging Leader program.

DHS Emerging Leader: This program builds on Civil Service Emerging Leader training to create a training track for DHS employees seeking professional development in the area of leadership. The program consists of five online courses, two classroom courses and individual work with a mentor who is serving in a management or supervisory role.
Status: This program launched its first class in February 2014 with 400 students enrolled. There were no completions for this program between April 1, 2013 and March 31, 2014.
**Performance Consultation:** Professional development staff provides professional consultation services to offices within DHS.

**Status:** Four performance consultations began between April 1, 2013 and March 31, 2014. Consultation included data gathering and root cause analysis, intervention and follow-up.

**Management Development Program:** This program is a professional development opportunity for DHS managers beyond the New Supervisor Institute. The curriculum is designed to build positive communication, team building and stronger relationship skills. Spanning six months, it consists of monthly webinars, homework assignments, online discussion forums and networking with peers.

**Status:** This program launched in January 2014 with its first class of 100 DHS managers. Each session runs for six months. There have not yet been any completions.

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**CHILDREN’S SERVICES CONTINUOUS QUALITY IMPROVEMENT PROGRAM**

The Division of Continuous Quality Improvement was established in 2011 to:

- Ensure consistent, high-quality services are provided to children and families in DHS care.
- Improve safety, permanency and well-being for children in care.
- Reduce the possibility of adverse occurrences for children in care.
- Initiate a statewide continuous quality improvement system to evaluate effectiveness of service, assess and measure improvements and provide feedback to stakeholders and decision makers.

**Foundational Administrative Structure**

**Goal 1:** The Division of Continuous Quality Improvement functions under the oversight of the Children’s Services Administration to ensure that the continuous quality improvement process is consistently administered statewide to improve the safety, permanency and well-being of children and their families.

**Status:** The division has accomplished the development of a systemic approach to review, modify and implement the quality improvement process as approved by the Children’s Services Administration. The division developed and continues to enhance case reading protocols that include procedures for reviewing the following programs:

- Foster care.
- Centralized intake, CPS investigations and maltreatment in care.
- Incidents of corporal punishment and seclusion.
- Children’s health.
- Disrupted adoptions.
Quality Data Collection

**Goal 2:** The division collects quantitative and qualitative data from case reviews and data analysis from various sources to establish strategies for improvement. Sources include:

- Michigan’s proprietary case management system, MiSACWIS.
- The federal Adoption and Foster Care Analysis and Reporting System.
- The National Child Abuse and Neglect Data System.
- The National Youth in Transition Database.
- Michigan’s Child and Family Services Review data profile.

**Status:** The division will continue to enhance the department’s capacity to collect and analyze data from a variety of sources to identify areas of strength and concern, establish targeted strategies for improvement and track progress toward positive outcomes.

To support practice improvement using data, DHS will develop a data plan that describes the aggregate indicators that will be used in Continuous Quality Improvement (statewide) reviews and reporting, immediately and over time.

Case Record Review Data and Process

**Goal 3:** The continuous quality improvement case review process will review cases of children and families served by the agency and obtain information on how casework practice affects family functioning and safety, permanency and well-being. Continuous Quality Improvement processes were developed in alignment with DHS vision and the key performance indicators.

For each review, the division:

- Utilizes stratified samples sufficient to make statistical inferences about the population served by the department.
- Collects data from specific reviews to ensure agency performance is assessed on the quality of services for children and families served.
- Interviews workers and foster parents to gather additional data on the type of review.
- Includes instructions on all assessment instruments to standardize their completion and support policy. The instruments are modified as needed and training is provided to ensure consistency in gathering accurate data.
- Establishes a review process that prevents conflicts-of-interest through staff oversight and audit checks to ensure reliability and consistency among reviewers.

Quality Service Review

DHS contracted with the Child Welfare Policy and Practice Group for design and implementation of a quality assurance and improvement protocol for evaluating ongoing CPS and active foster care cases. Implementation of the Quality Service Review began in September 2013. The review includes the input of staff at all levels, children and their families, caregivers and stakeholders and it focuses on promoting safety, permanency and well-being of children with an emphasis on achieving timely permanency. The Quality Service Review occurred as follows:

- October 2013 (Lenawee County).
- November 2013 (Mecosta/Osceola counties).
• December 2013 (Kalamazoo County).
• April 2014 (Kent County).

Based on review findings, trends were identified and recommendations made to the local county and used to address areas of concern statewide. Quality Service Reviews will also take place locally with an analyst as a liaison to provide consistency in the process.

**Modified Child and Family Services Review**
Beginning January 1, 2012, the division utilized a Modified Child and Family Services Review protocol as a bridge to evaluate ongoing CPS, foster care and American Indian cases. Foster care and CPS in-home cases were selected from stratified samples from the fourteen largest counties. The protocol:

- Provided a comprehensive view of Michigan’s child welfare system.
- Assessed safety, permanence and well-being.
- Measured compliance with the modified settlement agreement items.
- Enabled DHS to establish a baseline to measure the effectiveness of the MiTEAM model.

The division continued to conduct case reviews using the Modified Child and Family Services Review Protocol until the Quality Service Review model was implemented in October 2013. The division used the findings to provide outcome data to counties and develop strategies to improve services. Modified Child and Family Services Review case reviews were completed monthly from February 2012 through September 2013.

**Health Review**
The division developed a health care review protocol and tool for assessment of initial and periodic medical, dental and mental health screening for children in foster care. Reviewers include division staff and health liaison officers. The health care reviews occurred as follows:

- June 2012.
- January 2013.
- July 2013.
- January 2014.

Based on the reviews, the division recommends the following improvements:

- The child’s Medical Passport is to be completed and updated timely.
- Policy clarification may be needed to explain the standards for timely data entry.
- The Medical Passport is provided to the caregiver on the day of placement and this is documented in the service plan.
- DHS will clarify whether the documentation is sufficient to show compliance.
**Disrupted Adoptions**
The division developed a disrupted adoptions review protocol and instrument. The definition of disrupted adoption for the review is the termination of an adoptive placement after the order placing the child has been signed but prior to finalization. Disrupted adoption reviews occur bi-annually and cover a six-month period. The review includes interviews with the following:
- The child’s current adoption case manager and supervisor.
- The family’s adoption case manager (if different from the child’s).
- The foster care case manager at the time of the disruption (if applicable).
- The child, when age-appropriate.

Based on the trends identified, the division made recommendations for improvement.
Disrupted adoption reviews were completed as follows:
- July 30 – August 3, 2012.

**Maltreatment in Care**
The division collaborated with the Office of Child Welfare Policy and Programs to develop a protocol for evaluation of maltreatment in care investigations. Protocols assessed CPS practices against DHS policy, the modified settlement agreement and best practice standards. Specific areas of oversight include:
- Children who were the subject of abuse or neglect in a licensed residential setting, licensed, or unlicensed foster home who remain in the placement.
- Children who were the subject of three or more reports alleging abuse or neglect in a foster home who remain in the home in which maltreatment allegedly occurred.
- Training, supervision and oversight of caseworkers and managers.

The reviews identify trends in maltreatment in care investigations and result in practice recommendations, including the requirement that investigations are completed as required by state law and result in improved services to children and families. Reviews occurred during the following periods:
- November 2012 (pilot review).
- February 2013.
- April 2013.
- November 2013.
- April 2014.

**CPS Investigations**
In July 2012, the division completed a qualitative review of CPS investigations. Protocols assessed the quality of CPS practices against DHS policy, the modified settlement agreement
and best practices. The reviews identified areas needing improvement and collaborated with stakeholders to implement strategies to improve outcomes. Specific areas of oversight include:

- Accuracy and quality of CPS investigation dispositions.
- Assessing services and their effectiveness in addressing identified needs.
- Family engagement.
- Training, supervision and oversight of caseworkers and management.

The CPS investigation case reviews occurred as follows:

- November 14-16, 2012 (pilot review).
- June 2013.
- July 2013
- September 2013.
- March 2014.

Centralized Intake
The division developed and implemented the centralized intake case review protocol and instrument. Protocols assessed the quality of CPS practices against DHS policy, the modified settlement agreement and best practice standards. Based on the findings of the reviews, trends were identified and recommendations for improvement were made. Areas of oversight include:

- Receiving, screening and assigning complaints of child abuse and neglect.
- Training, supervision and oversight of caseworkers and management.

The centralized intake reviews occurred as follows:

- October 8-17, 2012 (pilot review).
- November 26, 2012.
- June 2013.
- October 2013.
- February 2014.

Limitations on the Use of Corporal Punishment and Seclusion/Isolation
The division monitors the use of seclusion and restraints by reviewing data provided by private agencies and the Bureau of Children and Adult Licensing. The division and bureau will continue oversight by reviewing all Corporal Punishment and Seclusion or Restraint forms. The division bureau accomplished the following:

- Developed the Corporal Punishment, Seclusion or Restraint Notification Form and published instructions and a desk aid on how to complete the form electronically.
- Implemented the Corporal Punishment, Seclusion or Restraint Notification reporting requirement. Released new policy FOM 2012-008 Corporal Punishment, Seclusion or Restraint Notification to the field. Bureau administration advised child caring institutions
of the licensing requirement to complete the Corporal Punishment, Seclusion or Restraint Notification Form and continued to reinforce reporting requirements.

- The division and bureau review the data summary reports listing all reported incidents by institutions, analyze trends, discuss concerns and develop a seclusion reduction plan.
- Division analysts revised the draft protocol to support review consistency.
- The division reviews all documented substantiated corporal punishment violations in child caring institutions and child placing agencies, including a review of the licensing investigation, placement on the central registry and, if applicable, the CPS investigation.

Analysis and Dissemination of Quality Data

Goal 4: The Division of Continuous Quality Improvement will collect data from a variety of sources and analyze the data regularly.

Status: The division aggregates the data from reviews and provides analysis that includes recommendations for improvement. The division will continue to include agency management, courts, tribes and other stakeholders in data analysis and feedback. The division is reviewing avenues to make the data available to stakeholders for analysis via a web application.

Feedback to Stakeholders and Decision-Makers and Adjustment of Programs and Process

Goal 5: The division will seek participation from public and private agency foster care staff, managers, tribes and courts through the engagement of stakeholders in each review process.

Status: The division will post results with an emphasis on improving outcomes through collaboration with stakeholders. Data reports will be available to staff for making improvements to training, policy, practice and service array. The division will improve communication of data findings through posting them on the public DHS web-site.

The division will collaborate with Child Welfare Field Operations to establish at least two local or regional continuous quality improvement teams to review state and local findings. The division will discuss with the Bureau of Children and Adult Licensing the most effective way to incorporate findings into the protocols. Merging the compliance aspects of the licensing reviews with the quality components of the division protocols is critical to the development of a robust continuous quality improvement effort.

JUVENILE JUSTICE PROGRAMS

In 2013, DHS Juvenile Justice Programs (formerly called the Bureau of Child Welfare Funding and Juvenile Programs) continued its administration of state and federal grants and the county Child Care Fund in Michigan’s 83 counties. Juvenile Justice Programs continues to manage a regional detention support service, an assignment unit for all juvenile justice residential placements and three residential juvenile justice facilities. These facilities provide treatment and detention services for delinquent youth 12 to 20 years old who are referred by county courts or committed to DHS. Juveniles include males and females whose offenses and
risks are so severe that community-based treatment is determined to be inappropriate. Services include treatment of sex offenders, severely violent and chronic offenders, substance abuse and mental health treatment. The residential facilities operate at the DHS secure level and include direct 24-hour, seven day per week staff supervision.

**Goal:** The Division of Continuous Quality Improvement will coordinate with Juvenile Justice Programs efforts to improve data collection and integration efforts in a single repository that supports both juvenile justice and child welfare. Data and program expertise will be used to provide a continuous quality improvement progress.

**Status:** Juvenile Justice Program staff worked with stakeholders including the Michigan Committee on Juvenile Justice, the DHS Bureau of Children and Adult Licensing and staff involved with DHS information technology applications to begin developing systems that will achieve the goal. The effort includes evaluation of current juvenile justice information systems and a pending request with Department of Technology, Management and Budget to integrate the multiple juvenile justice systems that exist in counties into a single statewide repository.

**JUVENILE JUSTICE TRANSFERS**

In Michigan, 133 youth in Michigan’s foster care system were adjudicated as delinquents in 2013, making them dual wards. The juvenile justice system in Michigan is decentralized, with each county responsible for its juvenile delinquent population. Counties may, under the Probate Code, 1939 PA 288, refer a youth to DHS for care and supervision or commit the youth under the Youth Rehabilitation Services Act, 1974 PA 150.

**Juvenile Supervision in Michigan**

Most youth remain the responsibility of their local court. Some youth who have had open foster care cases enter the juvenile justice system and remain under county supervision. The state does not have access to the case management systems used by county programs; therefore determining the number of dual wards or crossover youth population is challenging.

**Goal:** DHS will work collaboratively with the county courts to improve data collection.

**Status:** The juvenile programs division is an active participant in a statewide work group formed by county family courts called Juvenile Justice Vision 20/20. A subcommittee was formed to facilitate data sharing so the state may obtain and track juvenile justice data in the future. DHS has also finalized requirements for a new juvenile justice information management system that will take the place of the current system for juvenile justice case management in DHS.

**Services to County-Supervised Youth**

In Michigan, county-supervised youth are treated in the community, in county-operated juvenile facilities or in privately operated juvenile facilities under contract to the counties. Some youth are in foster homes licensed through the court. These youth are often younger than
those the state supervises, have committed less severe offenses and generally do not require specialized services. The Child Care Fund is the primary funding mechanism for juvenile justice in Michigan, and in 2013 totaled about $400 million. This fund reimburses counties for 50 percent of eligible costs for juvenile justice and non-Title IV-E-eligible youth.

Many counties have utilized their Child Care Fund dollars to develop effective lower cost community-based interventions for juvenile delinquents. Wayne County previously supervised the largest juvenile justice population in secure facilities, but it worked aggressively to reduce the number of youth placed under state supervision and cut by more than half the number of youth placed in secure residential treatment.

Services to State-Supervised Youth
Youth referred or committed to DHS for juvenile justice services are provided with case management services by DHS juvenile justice specialists. A youth may remain in the community and be provided with local services or placed in public or private residential treatment placements that include private contracted facilities or one of three state facilities.

BUREAU OF CHILDREN AND ADULT LICENSING

In April 2012, the monitoring of contracts with child-placing agencies and child-caring institutions became the responsibility of the Bureau of Children and Adult Licensing. Within the bureau, the Division of Child Welfare Licensing monitors for compliance all programs for abuse/neglect and juvenile justice youth that include:

- Private agency foster care.
- Private agency adoption.
- Therapeutic foster care.
- Shelter care.
- Mother-baby residential programs.
- Sex offender residential treatment.
- General residential care.

The director of the Children’s Services Administration is responsible for final decisions regarding any contract action.  

**Goal 1:** DHS will review each private child-placing agency and residential foster care contract at least once a year and conduct investigations as needed.  

**Status:** In 2013, DHS completed contract compliance reviews on all adoption, foster care, treatment foster care, residential foster care, sex offender foster care and shelter foster care contracts.

**Goal 2:** DHS will ensure that current policy and procedures for contract monitoring is used in the review process.
Status: In 2013, the Bureau of Children and Adult Licensing updated all monitoring tools, one for child-placing agencies and one for child-caring institutions, to reflect current policy and contract changes. The bureau held regular staff meetings to review the forms and ensure consistency of practice.

Two analysts compile data from the on-site inspections to allow DHS to look for patterns of rule and contract violations. Eight analysts make visits to five percent of foster homes certified for licensure by public and private child-placing agencies, as well as five percent of unlicensed relative placements. The visits assess safety and whether foster children and caregivers are receiving appropriate services. Any noted safety concerns are brought to the attention of the certifying or supervising agency. Follow-up and resolution are required for safety violations within a maximum of five business days, depending on the severity of the problem identified. The information from these visits and resolution of immediate concerns is incorporated into reports by the assigned licensing consultant.

Goal 3: DHS will conduct evaluations and investigations of all child-placing agencies and child-caring institutions to ensure the safety of Michigan’s children. Public Act 116 of 1973, also known as the Child Care Organizations Act, protects children placed out of their own home by establishing standards of care for child placement agencies, institutions and family foster homes. The act also contains penalties for noncompliance with promulgated administrative rules. Michigan has administrative rules that govern:

- Child-placing agencies (Rule 400.12101-400.12713).
- Foster family homes and foster family group homes (Rule 400.9101-400.9506).
- Child-caring institutions (Rule 400.4101-400.4666).

The bureau is involved in the process of revising the rules through:

- Approval of rule changes after public hearings and modifications based on public and user input.
- The filing of new rules with the Secretary of State that includes an effective date.

Status: Public hearings were held in December 2013 to obtain feedback on the proposed rule changes for child-placing agencies and foster family homes.

- The Bureau of Children and Adult Licensing made modifications to the proposed rules based on feedback and submitted the modifications to the Legislative Services Bureau for final review.
- The Legislative Services Bureau will submit the revisions to the Joint Committee on Rules from the Michigan Legislature. That body may approve or disapprove the rule changes. It is anticipated that the rules will become effective July 1, 2014.
The Office of Family Advocate is a unit within DHS that responds to complaints and inquiries from citizens, the legislature and the governor’s office concerning families and children involved in the child welfare system. In 2013, the Office of Family Advocate responded to 392 constituent complaints. Responses range from providing educational information and referrals to completing a full case review. Full reviews involve analysis of case handling for compliance with department policies and state and federal laws to ensure child safety, permanency and well-being. In 2013, the Office of Family Advocate conducted 22 full case reviews because of constituent complaints. The Office of Family Advocate makes recommendations for changes in local office practice and statewide policy.

The Office of Family Advocate is responsible for receiving and tracking all child death alerts from local offices to ensure that notice is timely, accurate and compliant with DHS policy. In accordance with interagency agreements and Michigan law, the Office of Family Advocate forwards all death alerts to the Office of Children’s Ombudsman and Michigan Public Health Institute and alerts appropriate legislators after the death of a foster care ward in their district. In 2013, the Office of Family Advocate distributed 266 child death reports and notified 32 legislators about a foster care ward death that occurred in their district.

The Office of Family Advocate is the designated unit within DHS responsible for reporting and reviewing each child fatality that occurs during an open foster care case. The Office of Family Advocate reviewed 16 cases involving children who died while under court jurisdiction in 2013. Within six months of a fatality, the Office of Family Advocate issues a report of findings and recommendations to the local DHS, private agencies, State Court Administrative Office, Child Welfare Field Operations, Bureau of Children and Adult Licensing, Office of Workforce Development and Training and DHS program offices when applicable.

In cases in which the Office of Family Advocate identified findings, the local DHS office, program office and/or the private foster care agency submits a corrective action plan to the Office of Family Advocate and Division of Continuous Quality Improvement for data collection, identification of trends and other quality assurance and improvement activities. In 2013, the Office of Family Advocate reviewed 12 corrective action plans.

In 2011, the Office of Family Advocate developed monthly webcasts that highlight best practices concerning death of a child in foster care. In 2013, the Office of Family Advocate produced five segments available through the DHS Intranet site and the Office of Workforce Development and Training webpage.

On behalf of the DHS director, the Office of Family Advocate director or Family Advocate specialist participates in statewide advisory boards, task forces and work groups including three...
citizen review panels, the Child Death State Advisory Committee, the Foster Care Review Board Advisory Committee, CPS Advisory Committee and Adoption Oversight Committee.

**Goal 1:** The Office of Family Advocate will continue to provide liaison services to the Office of Children’s Ombudsman.

- The Office of Family Advocate processes all Office of Children’s Ombudsman requests for records and information, Requests for Action and Administrative Responses, as well as Reports of Findings and Recommendations.
- The Office of Family Advocate holds semi-annual meetings with the Office of Children’s Ombudsman to discuss interagency procedures, specific cases and other matters of mutual concern.
- The Office of Family Advocate will collaborate with the Office of Children’s Ombudsman to ensure all staff receive training regarding the new MiSACWIS protocols prior to system rollout and make appropriate changes to the memorandum of understanding between the agencies concerning information sharing.

**Goal 2:** The Office of Family Advocate will continue to respond to complaints from residents, the legislature and the governor’s office regarding child welfare cases. The Office of Family Advocate will continue to contact local county staff and/or conduct in-depth case analysis when warranted and make recommendations for changes to DHS policy and practices.

**Goal 3:** The Office of Family Advocate will continue to track all child deaths reported to CPS or child-placing agencies.

- The Office of Family Advocate will continue to distribute child death reports from SWSS and the MiSACWIS system to all appropriate internal and external partners.
- The Office of Family Advocate reports to the director’s office and the Children’s Services Administration every fatality of a child in foster care that occurred each month.
- Within six months of each fatality, the Office of Family Advocate completes a case analysis and submits recommendations to the county office and private agency.
- The Office of Family Advocate submits corrective action plans to the Child Welfare Field Operations and the Division of Continuous Quality Improvement for follow-up.
- The Office of Family Advocate publishes reports of child deaths on the DHS web-site.
- The Office of Family Advocate shares with the State Court Administrative Office all fatality reports and confidential information concerning children who died in foster care per an interagency agreement that expires in 2015.

**Goal 4:** The Office of Family Advocate will continue to collaborate with the DHS Office of Communications to create webcasts providing education on ward fatality cases in 2014.

- The webcasts are available to DHS staff and since they contain no identifying information, they can be viewed by a wider audience on YouTube.
- The webcasts focus on the situation that brought the child into care, fatality facts, exceptional practice and practice improvement points.
Goal 5: The Office of Family Advocate will continue to update statewide DHS policy located in Services Requirements Manuals 131, 132, 133, and 172 and provide guidance to the field regarding those policies as requested.

Goal 6: The Office of Family Advocate will participate with the newly formed Safety Executive Committee and chair or participate in several subcommittees, including those for suicide prevention, child fatalities, corrective action plans, the statewide implementation team and placement evaluation. The Office of Family Advocate will make regular reports to the larger committee and director regarding progress made in these areas.

- The Office of Family Advocate will take leadership in planning a suicide prevention conference targeted for March 2015.
- The Office of Family Advocate will work with the Federal Compliance Division to develop a database that stores corrective action plans for all units reviewing child welfare cases.

Goal 7: The Office of Family Advocate will continue to participate with statewide training.

- The Office of Family Advocate works with the CPS program office to deliver statewide training on safety assessment and safety planning.
- The Office of Family Advocate provides an overview of the office to attendees of the New Supervisor Institute for foster care supervisors.

Goal 8: The Office of Family Advocate will continue to serve on the Child Death Advisory Team, CPS and foster care advisory teams, Citizen Review Panels, Governor’s Task Force, State Foster Care Review Board Advisory, Safe Sleep Advisory and others as needed.

Office of Children’s Ombudsman

The Office of Children’s Ombudsman is an independent state agency, administratively housed within the Department of Technology, Management and Budget. The Office of Family Advocate is the DHS liaison to the Office of Children’s Ombudsman. Separate from the department and other stakeholders, the Office of Children’s Ombudsman investigates complaints concerning children in the child welfare system including those supervised by DHS and private agencies. The Office of Children’s Ombudsman reviews files and conducts interviews with agency staff and collateral sources. Ongoing activities and procedures include:

- If the Office of Children’s Ombudsman identifies safety concerns or other issues needing immediate attention, a Request for Action or Request for Administrative Response is sent to the Office of Family Advocate.
- If the Office of Children’s Ombudsman identifies violations of law, policy or procedure, a Report of Findings and Recommendations may be issued to the DHS or private agency.
- The Office of Children’s Ombudsman may close a case as an administrative closing when a concern was noted but satisfactorily resolved or when an investigation is discontinued.
- The Office of Children’s Ombudsman may also close a case as an affirmation when no violations of law, DHS policy or procedure were identified.
- The Office of Family Advocate orders case files requested by the Office of Children’s Ombudsman, tracks and monitors the status of such cases and coordinates with involved agencies to respond to Reports of Findings and Recommendations.
- The Office of Children’s Ombudsman works with DHS to improve child welfare practice.

For the period October 1, 2012 through March 31, 2014, the Office of Children’s Ombudsman:
- Completed 229 investigations.
- Opened 114 child death investigations.
- Submitted to DHS four Requests for Action and 17 Requests for Administrative Response.
- Issued 60 reports of findings and recommendations to DHS, encompassing 398 findings and 306 recommendations.
- Affirmed DHS or private child-placing agencies in 57 full investigations and 51 preliminary investigations.
- Resolved 86 investigations as administrative closings.

The Children’s Ombudsman Act, Public Act 204 of 1994, requires the Office of Children’s Ombudsman to submit an annual report to the governor, Michigan Legislature and DHS director. The annual report may include recommendations for changes in DHS policy or state laws. The report is also made available to the public on the Office of Children’s Ombudsman web-site at: [http://www.michigan.gov/oco/0,1607,7-133-3195---,00.html](http://www.michigan.gov/oco/0,1607,7-133-3195---,00.html).

### CHILD MALTREATMENT DEATHS

Michigan receives reports on child fatalities from a number of sources including law enforcement agencies, medical examiners/coroners and child death review teams. Because fatality reports are obtained from these sources in their role as mandated reporters, the reports are not entered into Michigan’s National Child Abuse and Neglect Data System submission until a link between the child fatality and maltreatment is established after completion of a CPS investigation. Upon completion of the investigation, if the link between the death and maltreatment is confirmed, it is recorded in the Michigan Statewide Child Welfare Information System (MiSACWIS). Michigan utilizes data from MiSACWIS to compile responses for child maltreatment deaths. Michigan’s vital statistics department, the Department of Community Health, provides child death information to DHS. The determination of whether maltreatment occurred depends on completion of a CPS investigation with abuse or neglect confirmed. The data on child fatalities from the Department of Community Health is used by local review teams to raise awareness and encourage initiatives to decrease child deaths.
Michigan established through its Child Protection Law a process to provide public disclosure of cases of child abuse that resulted in a child fatality. Near fatalities are not captured or reported at this time. In 2013, Michigan will implement MiSACWIS and confirmed abuse resulting in a near fatality will then be recorded. DHS will incorporate this information into the annual Michigan Child Death report for public disclosure.

Michigan child fatalities are reported in the annual Michigan Child Death report that is compiled with the local and state child fatality review panels. This report contains information about the manner of death and the age and race of the child. The data is provided consistent with the confidentiality requirements of Michigan’s Child Protection Law. The annual report makes recommendations to the department about changes in policy and practice. The 2011 Child Death Report may be reviewed at this link: http://www.childdeathreview.org/reports/MIAnnual_Report_9.pdf.

In 2011, there were 30 abuse-related and 89 neglect-related fatalities. When local teams review a child’s death, they are asked to indicate if they believe that someone caused or contributed to the child’s death by any action or inaction. These represent cases in which the teams indicated that abuse and/or neglect caused or contributed to the child’s death. They do not reflect official counts of abuse or neglect fatalities reported by the Michigan Department of Community Health’s Division for Vital Records and Health Statistics.

**MICHIGAN FOSTER CARE REVIEW BOARD**

The Foster Care Review Board provides third party external review of children in the foster care system to help ensure the children’s safety and well-being while in foster care and that the system is working to achieve timely permanency for each child. The State Court Administrative Office administers the program, which is composed of trained citizen volunteers who serve on one of 27 local boards.

- The board reviews a random sample of foster care cases and conducts specialized reviews when there are concerns. Selected cases are reviewed every six months until permanency is achieved. The board provides findings and recommendations to the local court, DHS and child-placing agencies for consideration.
- The board investigates appeals by foster caregivers when a child is moved from a placement and the caregiver does not believe the move is in the child’s best interest. The board forwards findings and recommendations to the agency, local court and the Michigan Children’s Institute superintendent regarding the change.
- A statewide advisory committee includes local board representatives, child welfare leaders and advocates who assure the program fulfills its statutory mandate and provides maximum benefit. The committee identifies systemic issues that need attention and provides input into the board’s annual report.

The 2012 Annual Report published in May 2013 contained the following recommendations to the Michigan Department of Human Services and State Court Administrative Office:

1) We recommend that the DHS establish supervisory and continuous quality improvement protocols to ensure that requirements of the State Health Oversight and Coordination Plan and related policy on prescribing and monitoring of psychotropic medication are implemented consistently throughout the foster care system.

2) We recommend that the DHS establish training requirements regarding psychotropic medication for foster care caseworkers and licensed foster parents that will provide them with the information they need to effectively monitor and advocate for a child’s needs in this area.

3) We recommend that the DHS continue to work diligently with the Department of Community Health and the state legislature to promote and fund the utilization of trauma-informed and evidence-based practices in the treatment of emotional and behavioral disorders of children in foster care.

4) We recommend that the DHS collaborate in the development of a broad range of trauma-informed, developmentally and culturally appropriate programs that help improve the standard of care for children with emotional and behavioral disorders.

5) We recommend that the State Court Administrative Office provide ongoing training opportunities for judges and attorneys to obtain the information necessary to assess whether a child is receiving treatment that is in the child’s best interests for their mental and behavioral health needs.

6) We recommend that the DHS ensure that court reports include information on psychotropic medication the child is prescribed, the reason for the medication and whether and how the child is benefitting from the medication.

DHS provided a written response to the board’s recommendations indicating its agreement with the recommendations and describing practices and initiatives that were in place or being developed to address the recommendations. Key practices and initiatives include:

- Establishment of criteria and protocols for triggering closer review and evaluation of prescribing patterns including data sharing with the Department of Community Health.
- Provision of regular trainings for staff providing an overview of mental health disorders, medication, psychosocial interventions and related casework practice. The Office of Workforce Development and Training provides an e-learning course titled “Intro to Mental Health.”
- An initiative to develop and utilize an evidence-based mental health-screening tool for children in foster care.
- Increased collaboration with the Department of Community Health to improve access to an array of mental health services for children in foster care, including trauma-based services.
- Collaborating with the Department of Community Health Medicaid Pharmacy Division to establish a psychotropic medication oversight unit that will be housed within the DHS Child Welfare Medical Unit. In September 2013, a pharmacy claims data specialist joined the unit. Two contracts are in development to hire part-time psychiatrists or physicians to work with the DHS medical consultant to review cases when prescribing meets triggering criteria and to provide technical assistance to stakeholders.
- Reports developed in MiSACWIS focus on mental health treatment and psychotropic medication use and initial and updated service plans will include this information. This will ease tracking and management of treatment.

The DHS director meets bi-annually with the Foster Care Review Board program manager to review progress DHS is making in responding to the Foster Care Review Board annual report recommendations. DHS management and the Division of Continuous Quality Improvement have committed to work with the Foster Care Review Board to develop policy and procedures that use those case and annual report recommendations in quality assurance reviews.

DATA MANAGEMENT

The Data Management Unit coordinates county, state and federal information requests. DHS shares data electronically with the courts through the State Court Administrative Office and works with the Department of Technology, Management and Budget to provide accurate, timely and validated data to fulfill customer-reporting needs using:
- A database to track information requests.
- Data extraction into user-friendly reports.
- An internal web-page for data sharing with DHS staff.
- Detailed requirements that provide standardized data reports and sets.

Goal 1: The Data Management Unit will create and test data and compliance reports, which will allow county-level oversight of progress to achieve state and federally mandated outcomes. Status: Completed in July 2011.

Technical Assistance Provided to Counties and Local and Regional Entities

Goal 2: The Data Management Unit will create a series of reports to alert caseworkers of deadlines for child safety, permanency and well-being, such as medical and dental appointments. Status: In June 2012, staff released reports on medical and dental appointments through the department’s internal web-site. The documents assist county managers to define benchmarks
and see trends that may lead to non-compliance. During 2013, the Data Management Unit assisted with the development of detailed reporting requirements for child safety, permanency, well-being and worker performance from MiSACWIS.

**Goal 3:** DHS will develop a web-page accessible on the department’s Intranet.

**Status:** The goal was modified in 2011 to the development of a web-page for county administrators to obtain case-level detail. Staff continues to maintain a secure web-page. The county directors’ internal site provides executives and county administrators access to monthly reports and case-sensitive data.

**Goal 4:** DHS will develop a communication and training strategy for report distribution and use, along with system changes that reflect changes in service delivery.

**Status:** Staff works with Child Welfare Field Operations to develop communication strategies that inform the field of new report releases and to answer questions from the field.

### STATE AUTOMATED CHILD WELFARE INFORMATION SYSTEM COMPLIANCE

**Goal for 2013:** Michigan was to implement the State Automated Child Welfare Information System, or MiSACWIS, application in 2013.

**Status:** Michigan implemented MiSACWIS on April 30, 2014. Both DHS and contracted private agencies use MiSACWIS. Contracted residential care agencies will use MiSACWIS to validate payments for DHS-supervised children in their care.

**Changes to SWSS**

No functional changes were made to the Services Worker Support System (SWSS) during the last year. SWSS/SWSS Web is no longer available for use as of Thursday, April 24, 2014.

### EVALUATION, RESEARCH AND TECHNICAL ASSISTANCE

**Technical Assistance for DHS**

- In 2012, the American Public Human Services Association worked with the DHS foster care program office to monitor implementation of the MiTEAM model, assure the impact of implementation is fully achieved and maintain positive momentum for improvement.
- Beginning in 2012 and continuing to the present, the Center for the Support of Families provides technical assistance in the development and implementation of the MiTEAM case practice model.
- The Center for the Support of Families also assists DHS with development and implementation of a comprehensive continuous quality improvement program.
• The Adoption program office requested technical assistance from the National Resource Center for Diligent Recruitment for help creating a customer service plan that decreases dropout rates and increases customer satisfaction. In 2014 Michigan will:
  o Learn how to streamline licensing processes.
  o Explore new methods to assist families in their licensing process.
  o Develop strategies to train staff on customer service.
  o Develop a train-the-trainer process.
• DHS program offices consult regularly with the Children’s Bureau through:
  o Reviewing the Children’s Bureau listserv and web-site regularly.
  o Consulting with acknowledged leaders in other states on citizen review panels and other concerns common to state child welfare programs.

Technical Assistance Collaboration with the State Court Administrative Office
DHS collaborated with the State Court Administrative Office to provide training and technical assistance on legal and court-related issues from 2010 through 2014. Topics included:
• Michigan Indian Family Preservation Act.
• The Impact of Parental Incarceration on Children in the Child Welfare System.
• Integrating the Safety Guide with the MiTEAM case practice model.
• Combating Compassion Fatigue.
• So Your Client is Homeless, Now What?
• Based on a True Story. This training is based on an actual case in which a child was placed in care based on incomplete medical evidence.
• Pathways to Permanency: Working With Older Youth to Achieve Positive Outcomes.
• Child Abuse and Its Impact on Child Development.
• Standardized Court Reports: Improving Consistency and Efficiency in Child Welfare.
• Young Adult Voluntary Foster Care.

State Court – DHS training for Local Court and Child Welfare Staff
• Basic Appellate Training in Macomb County.
• Advanced Appellate Training in Wayne County.
• Testifying in Court for Non-Lawyers.
• Northern Michigan Child Welfare Training: From Hearings to Hearsay.
• Developmentally Appropriate Strategies to Improve Child Well-being in Abuse and Neglect Cases.

Multi-Disciplinary Professional Development
• Applications for Leave to Appeal in Child Welfare Cases.
• Building a Legal Arsenal to Defend Clients.
• The Indian Child Welfare Act “Qualified Expert Witness.”
• Telling a Story: Trial Skills for the Child Welfare Lawyer.
• Writing for Resources: Grant Writing for Court and Child Welfare Professionals.
State Court Administrative Office Collaboration with Other Groups

- Court Improvement Program and Governor’s Task Force-sponsored training.
- National Council of Juvenile and Family Court Judges. Child Welfare Services is working with the council to develop stronger analysis of training effectiveness.

Youth in Transition Technical Assistance is provided by the Health, Education and Youth program office staff during monthly supervisor calls and training twice each month.