

Michigan Services Review (MSR)

The Division of Continuous Quality Improvement (DCQI) implemented a combined review utilizing the Quality Service Review (QSR) and Child Family Service Review (CFSR) assessment tools known as the Michigan Services Review (MSR). Case selection for the review is governed by the state's current CFSR PIP Measurement Plan sample methodology in which foster care and in-home services cases statewide are randomly selected within contiguous business service centers (BSCs) or regions. In FY 2021, DCQI completed four MSRs in all five BSCs. Due to the pandemic, all MSR reviews were conducted remotely.

For Fiscal Year (FY) 2021 a total of 68 cases were reviewed for the purpose of reporting to the CFSR Program Improvement Plan. Forty of those cases were completed as part of the Michigan Service Review (MSR). Each team used interviews completed simultaneously and applied both the QSR and CFSR review tools to assess case practice with the state child welfare system. To ensure compliance with federal guidelines an additional 32 cases were assessed using only the CFSR on-line tool.

The MSR annual report summarizes both the QSR and CFSR assessments. Each review will be reported separately. The data under the QSR and CFSR sections will include cases



2021 Michigan Services Review Report Quality Service Review (QSR) Results

The QSR uses two distinct domains, or sets of indicators, "Child and Family Status Indicators" and "Case Practice Performance Indicators." Child and Family Status Indicators assess child and family functioning at the time of the review. The length of time a case is open may impact a rating which is considered in the overall assessment.

Case Practice Performance Indicators are a set of activities that correlate with seven MiTEAM competencies and is the primary tool used to measure how well the child welfare community is implementing Michigan's case practice. The practice indicators are assessed based on (1) whether the strategies and supports are being provided in an adequate manner; (2) whether the strategies and supports are working or not based on the progress being made; and (3) whether the intended outcome has been met. A total of 68 randomly selected cases were reviewed in 2021.

Annual Comparison

Indicator	2021	2020	2019	2018	2017
Engagement	71%	69%	59%	59%	65%
Teaming	47%	30%	35%	25%	37%
Assessment & Understanding	66%	68%	57%	55%	64%
Long-term View	64%	65%	53%	50%	64%
Case Planning	66%	66%	53%	58%	80%
Implementing Interventions	62%	61%	52%	56%	74%
Tracking & Adjustment	65%	55%	51%	44%	52%

BSC Comparison

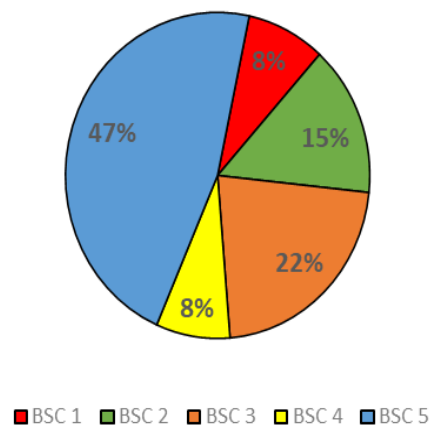
Indicator	BSC 1	BSC 2	BSC 3	BSC 4	BSC 5
Safety: Exposure to Threats	95%	100%	97%	100%	96%
Safety: Behavioral Risk	78%	92%	91%	100%	98%
Stability	83%	95%	91%	100%	93%
Permanency	71%	100%	100%	80%	71%
Living Arrangement	90%	100%	100%	100%	96%
Physical Health	100%	100%	100%	100%	100%
Emotional Functioning	80%	100%	93%	100%	95%
Learning & Development	90%	77%	81%	100%	92%
Independent Living Skills	NA	67%	100%	100%	100%
Voice and Choice	72%	62%	74%	91%	61%
Family Functioning/Resourcefulness	67%	58%	61%	17%	41%
Family Connections	40%	63%	57%	100%	61%

Indicator	BSC 1	BSC 2	BSC 3	BSC 4	BSC 5
Engagement	74%	55%	77%	91%	68%
Teaming	50%	31%	50%	60%	50%
Assessment & Understanding	68%	58%	60%	77%	71%
Long-term View	90%	62%	56%	100%	50%
Case Planning	68%	66%	64%	87%	63%
Implementing Interventions	61%	62%	64%	73%	61%
Tracking & Adjustment	70%	54%	75%	100%	55%

Data Summary

With 57 percent of all cases reviewed in 2021 being open for 13 months or longer a trend in Family Functioning and Resourcefulness can be seen across all BSCs that parents are not making the necessary progress and remain dependent on the treatment team for help. This makes achieving permanency in a timely manner difficult. Improvement is needed in Teaming, Assessment and Understanding, Case Planning, and Implementing Services. BSC 4 has a higher Engagement score which has led to overall higher practice scores.

BSC Breakdown/Children in Care



2021 QSR County Participants

Michigan reviewed contiguous counties within all five BSCs completing three Quality Service Reviews in 34 counties. The following counties participated in the QSR in 2021: Allegan, Alger, Barry, Bay, Benzie, Berrien, Calhoun, Cass, Charlevoix, Eaton, Genesee, Gogebic, Grand Traverse, Hillsdale, Huron, Ingham, Iosco, Iron, Kalamazoo, Kent, Lapeer, Lenawee, Macomb, Monroe, Muskegon, Oakland, Ogemaw, Roscommon, Saginaw, Sanilac, St. Clair, Van Buren, and Wayne Counties.

FY 2021 QSR Demographics

Age of Children	# Cases
0 to 4 years old	22
5 to 9 years old	19
10 to 13 years old	20
14 to 17 years old	7
18 to 21 years old	0
TOTAL	68

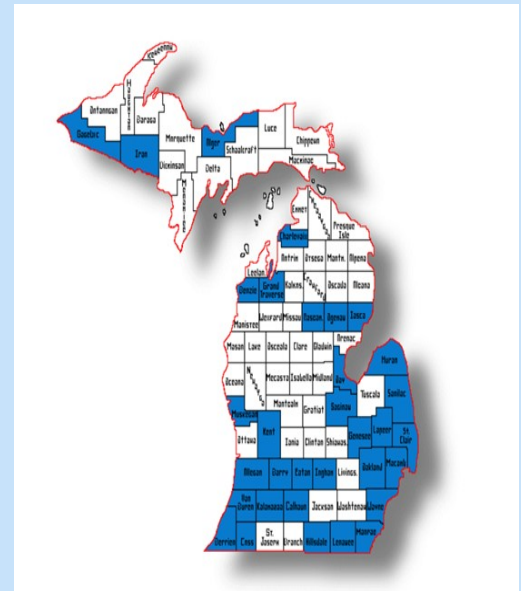
Time in Care	# Cases
1 to 3 months	2
4 to 6 months	6
7 to 9 months	12
10 to 12 months	9
13 to 18 months	11
19 to 36 months	18
37 months +	10
TOTAL	68

Type of Placement	# Cases
Parental Home	21
Unlicensed Relative/Fictive Kin	17
Licensed Relative	4
Unrelated Licensed Foster Home	16
Pre-Adoptive	8
Residential	1
Independent Living	1
TOTAL	68

2021 QSR Demographics

Forty-nine foster care and 19 CPS ongoing cases were selected for review which included 478 case interviews. Each case was randomly selected from a sample approved by the Children's Bureau outlined in the state's CFSR PIP Measurement Plan. The sample is not representative of each BSC's current child welfare population.

Michigan is a state-run child welfare service agency made of up of 83 counties which are organized into five unique BSCs by geographic location or urban communities. The MSR is completed by region. Each region includes two bordering BSCs.



The counties highlighted represent participation in the Michigan Service Review during fiscal year 2021. Please note other counties may have been included in the CFSR portion of the review only. Those cases are not included in this graphic.

Would you like to be a reviewer?

If you are interested becoming a MSR reviewer or want additional information about the MSR please visit: [MDHHS - Division of Continuous Quality Improvement \(michigan.gov\)](https://www.michigan.gov/mdhhs)

Time in Care Comparison

Indicator	12 months or under	18 months +
Engagement	68%	74%
Teaming	39%	54%
Assessment and Understanding	62%	69%
Long-Term View	48%	77%
Case Planning	62%	70%
Implementing Interventions	60%	65%
Tracking and Adjusting	52%	77%

Race Comparison

Indicator	White	Non-White
Engagement	72%	70%
Teaming	47%	47%
Assessment and Understanding	65%	68%
Long-Term View	68%	53%
Case Planning	67%	63%
Implementing Interventions	62%	63%
Tracking and Adjusting	68%	58%

Age Comparison

Indicator	Nine and under	Ten and above
Engagement	60%	81%
Teaming	41%	56%
Assessment and Understanding	67%	62%
Long-Term View	62%	63%
Case Planning	66%	70%
Implementing Interventions	63%	66%
Tracking and Adjusting	65%	63%

Comparison Charts:

Data totals will not equal 100% in the charts. The data represents evaluations only for acceptable case practices. Acceptable cases are cases assessed as a 4, 5 or 6 in the protocol.

How does the QSR fit into Michigan’s continuous quality improvement (CQI) process?

(1) The QSR focuses on qualitative performance rather than quantitative which is a rich resource for improvement.

(2) The QSR provides a robust picture of child welfare services in each community and is one of the tools used to enhance Michigan’s child welfare reform efforts.

How data can be helpful?

Child Welfare is unique because our data represents people. Behind every percentage there is child, parent, or family. Assessing quality in addition to quantitative data improves metrics. An increase in metrics leads to positive outcomes for children and families. The list below overviews several data tools:

(1) The **MiTEAM Fidelity** tool is intended to be used as a coaching tool for field supervisors. The tool informs supervisors about their staff’s ability to implement Michigan’s case practice.

(2) **Key Practice Performance Indicators (KPIs)** provides a summary of practice and performance benchmarks that demonstrate excellence or require attention. KPI’s are drivers for the desired outcomes measured by the CFSR and set by CSA.

(3) **Child and Family Service Review (CFSR) Outcomes** provide an assessment of systemic factors and how they impact service delivery in the child welfare community. The CFSR assesses the outcomes of services provided to children and families. The CFSR assists with determining next steps in achieving positive outcomes for children and families.

The MiTEAM Fidelity Tool, QSR, Key Practice Performance Indicators (KPIs), and CFSR are all used to assess overall statewide child welfare performance.

CPS/Foster Care Practice Comparison

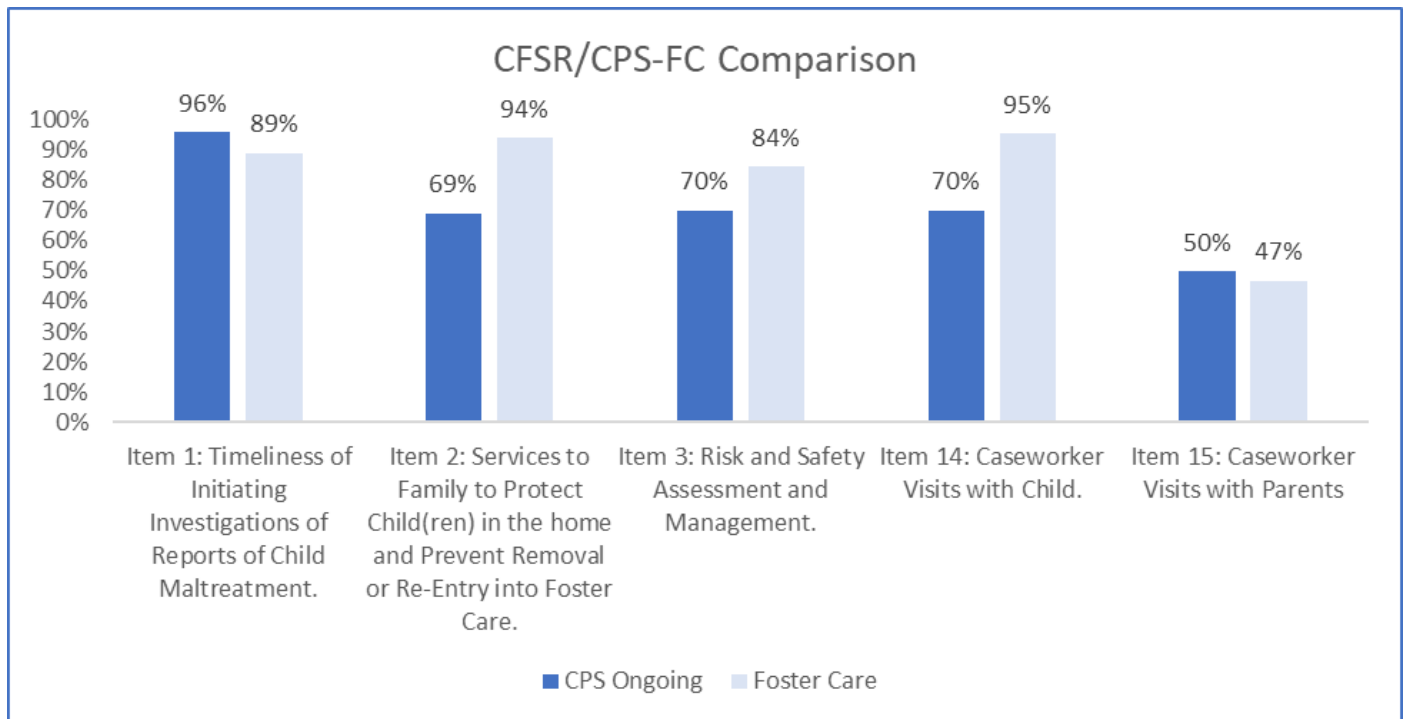
Data Summary

Safety is the primary focus for both CPS and Foster Care. Physical health has been maintained and all focus children appear healthy with all medical and dental services being completed. CPS and foster care workers are engaging with children and having regular contacts with focus children. An emphasis with mother and father's would increase family functioning and resourcefulness and lead to less agency contacts.

Family connections are a focus of foster care but may assist CPS in long-term planning. A focus on services and assessments is a trend in both CPS and foster care but consistency and a more detailed understanding of parental needs would be helpful. CPS often focuses on what brought the family to the agencies attention leading to minimal service implementation due to the timeframes set for a CPS ongoing case. Foster care often has more time to establish rapport and complete formal and informal assessment. Case planning should be family centered and include direct feedback from the parents.

Indicators	CPS	Foster Care
Safety: Exposure to Threats	95.0%	97.9%
Safety: Behavioral Risk	82.4%	95.8%
Stability	94.1%	90.5%
Permanency	100.0%	81.6%
Living Arrangement	94.7%	98.0%
Physical Health	100.0%	100.0%
Emotional Functioning	94.1%	93.0%
Learning and Development	84.2%	87.8%
Independent Living Skills	66.7%	100.0%
Voice and Choice	74.3%	66.7%
Family Functioning and Resourcefulness	66.7%	42.4%
Family Connections	23.1%	67.0%

Indicator	CPS	Foster Care
Engagement	70.3%	71.6%
Teaming	47.4%	46.8%
Assessment and Understanding	62.1%	67.3%
Long-Term View	47.4%	70.2%
Case Planning	60.3%	68.4%
Implementing Interventions	61.4%	62.8%
Tracking and Adjustment	57.9%	68.1%



Child and Family Service Review

To receive federal funding for child welfare services under Title IV-E and IV-B of the federal Social Security Act, a state must submit a five-year Child and Family Services Plan and Annual Progress and Services Reports. The Child and Family Services Plan is a strategic plan that outlines initiatives and activities that the state will carry out over the next five years to administer and integrate programs and services that promote the safety, permanency and well-being of children and families. The Annual Progress and Services Report provides an annual update on the progress made toward the goals and objectives in Child and Family Services Plan and outlines the planned activities for the upcoming fiscal year. For more information: [MDHHS - State Plans & Federal Regulations \(michigan.gov\)](#)

The CFSR is a comprehensive federal review of the state child welfare system, for compliance and determination of Title IV-E funds as outlined in the Social Security Act. The review includes a statewide self-assessment, on-site review and stakeholder interviews and focus groups. Michigan has undergone CFSRs in 2002, 2009 and most recently in August 2018. Michigan entered a (CFSR) Program Improvement Plan (PIP) with the Children's Bureau on May 1, 2019. The PIP will conclude on October 31, 2022.

*The following data reflects the percentage of cases scored as a strength. Standard of achievement is 90 percent for all items. This data includes all 100 CFSR cases. *

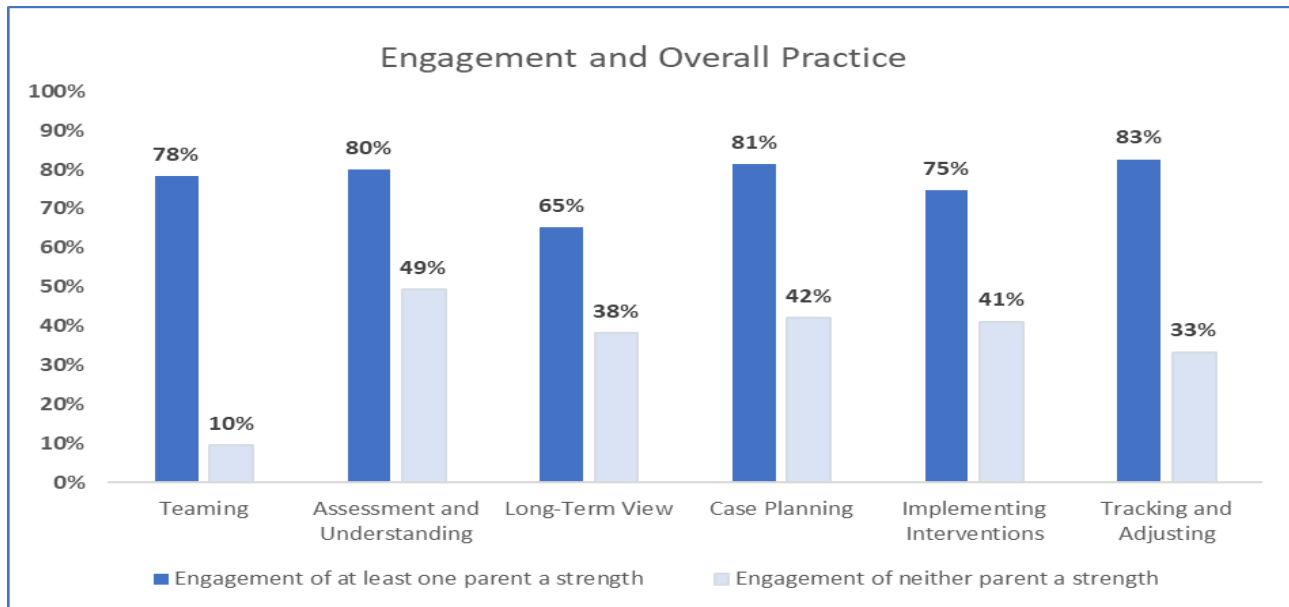
Michigan identified four cross cutting issues to positively impact safety, permanency and wellbeing outcomes for children and families. The Michigan Department of Health and Human Services has until October 2022 to meet the outlined standards of achievement.

Cross Cutting Goal	Completed Strategy	Current Focus
Engagement	CQI teams, county self-assessments, assessed fidelity tool, contracted resource family training	Fidelity tool modifications, resource family support/mentor contract
Workforce	Reduction of policy requirements	Culture climate, leadership development and mentoring
Assessment and Services	Safety plan policy, NCCD validation	Assessment tool development
Quality Legal Representation	Pilots identified, statewide IVE match grants, training curriculum	Measurement strategies, evaluation

CFSR Results

ITEM	FY 2021 RESULTS
Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment.	93.5%
Item 2: Services to Family to Protect Child (ren) in the home and Prevent Removal or Re-Entry into Foster Care.	75.9%
Item 3: Risk and Safety Assessment and Management.	65.8%
Item 4: Stability of Foster Care Placement.	89.6%
Item 5: Permanency Goal for Child.	87.2%
Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement.	67.4%
Item 7: Placement with Siblings.	97.1%
Item 8: Visiting with Parents and Siblings in Foster Care.	70.3%
Item 9: Preserving Connections.	
Item 10: Relative Placement.	79.5%
Item 11: Relationship of Child in Care with Parents.	71.0%
Item 12: Needs and Services of Child, Parent, and Foster Parents.	56.2%
Item 13: Child and Family Involvement in Case Planning.	56.1%
Item 14: Caseworker Visits with Child.	77.8%
Item 15: Caseworker Visits with Parents.	45.0%
Item 16: Educational Needs of the Child.	85.4%
Item 17: Physical Health Needs of the Child.	72.9%
Item 18: Mental/Behavioral Health of the Child.	71.8%

Engagement and Practice



QSR Participant Breakdown

Indicator	Child	Mother	Father	Caregiver
Engagement	97%	57%	46%	86%
Assessment and Understanding	86%	47%	44%	86%
Case Planning	83%	61%	34%	81%
Implementing Interventions	80%	48%	36%	79%

CFSR Participant Breakdown

ITEM - Needs and Services of Child, Parent, and Foster Parents.	FY 2021 RESULTS
Item 12a: Needs and Services of Child.	89%
Item 12b: Needs and Services of Parents.	49%
Item 12c: Needs and Services of Foster Parents.	88%

Data Summary

When we engage with parents we achieve better outcomes for children and families. With the data above, it shows that when we engage with only one parent, practice scores almost double in percentage of acceptable scores. Teaming drastically decreases when we do not engage with parents. This demonstrates that parents play a key role in achieving permanency and leads to positive outcomes.

As the participants are broken down in both the QSR and CFSR protocols, a trend can be seen when scoring the child or caregiver. Practice scores often score in the acceptable range. But when assessing the mother and father those practice scores decrease. Mother's score a little higher than father's in all practice areas. A trend identified through interviews is teams often focus on one parent when focusing on case planning and services. Although, this may be the reunification plan, the second parent still plays a key role in long term planning and providing support.

Practice and Fidelity Comparisons

The purpose of the MiTEAM Fidelity Tool is to reinforce and assess the use of MiTEAM Competencies with front line staff; to provide a process for all levels of leadership to model MiTEAM Competencies within their roles; to build supportive mentor relationships between supervisors and staff; to ensure quality is a priority and focus; and to support a continuous learning culture.

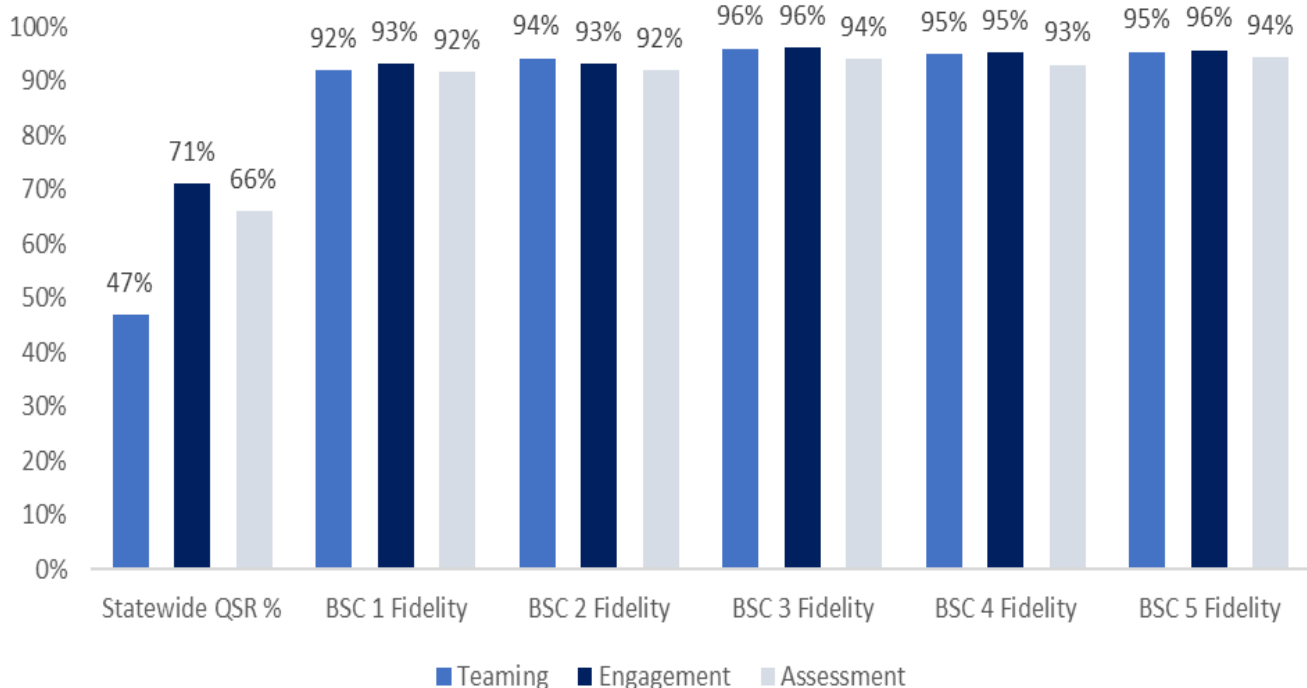
Data Summary

Although the overall fidelities scores in all five BSCs are higher than 90 percent, when accessed using the QSR protocol all three practice indicators have been scored as an area needing improvement. Teaming continues to be an area that needs to increase. Data shows improved teaming leads to better outcomes for children and families. The two areas needing immediate attention is communication and coordination. Not all team members are included or present at meetings and information sharing is not occurring,

Explanation of Different Scoring

Outcome	QSR	Fidelity
Method of Data Collection	Interviews with multiple case members, short case record review by reviewers trained in QSR protocol, certification required.	Observation of caseworker, documentation review, interview with key person, monthly supervision by caseworker supervisor.
Time Frames under Review	90-180 days prior to case review/ stakeholder interviews.	One observation + current investigation/case.
Measurement	Assesses case progress considering only current outcomes. Cannot consider team member efforts. Scaled on a 6-point matrix as acceptable or not acceptable based on rigorous criteria following evidenced based methodology.	Assesses caseworker behaviors associated with MiTEAM competencies and key caseworker activities without considering outcomes experienced by family. Caseworker efforts can be considered. Ratings are given as observed or not observed.

Quarter 4 BSC Fidelity Comparison with Statewide BSC QSR



Things We Can Do

Worker/Supervisor

- Engage with parents early on in a case. Develop a relationship and allow them to have direct input into case planning and service implementation.
- Ensure all team members participate in the teaming process and allow for information sharing. Include informal supports in Family Team meetings. Consider including team members virtually if they can not be present.
- Make sure all team members are up to date with information. Communication is key to a strong team and the decision making process.
- Attend trainings to ensure all workers understand and apply the MiTEAM case practice model.
- Supervisors to support and participate in the teaming appointments by attending FTMs.

Management

- Ensure adequate staffing and case load sizes. Explore ways to ensure staff turnover is minimal.
- Include all levels of employees in the CQI process.
- Develop a strong partnership with Child Placing Agencies within the counties.
- Reinforce quality efforts in their local counties.

CSA

- Re-evaluate policy on a regular basis to ensure children are safe, needs are being met, and positive outcomes are achieved.
- Provide guidance on the CQI process and provide data analysis when needed.
- Ensure counties have the needed services to meet the needs of children and families.
- Provide trainings and guidance as needed.

Court

- Ensure court hearing are completed timely and with few delays.
- Ensure the GAL and parental attorneys are involved in the teaming process and providing adequate legal representation.
- Partner with child welfare agencies and provide trainings on how permanency effects children and families.

If you are interested in additional information related to DCQI, please visit our website at:

[MDHHS - Division of Continuous Quality Improvement \(michigan.gov\)](http://michigan.gov/MDHHS)