

Status of Performance-Based Contracting Model Fourth Quarter Report

(FY2021 Appropriation Act - Public Act 166 of 2020)

October 1, 2021

Sec. 503. (1) *In accordance with the final report of the Michigan child welfare performance-based funding task force issued in response to section 503 of article X of 2013 PA 59, the department shall continue to review, update, or develop actuarially sound case rates for necessary child welfare foster care case management services that achieve permanency by the department and private child placing agencies in a prospective payment system under a performance-based funding model.*

(2) *From the funds appropriated in part 1, by March 1 of the current fiscal year, the department shall allocate \$250,000.00 to provide to the senate and house appropriations committees on the department budget, the senate and house fiscal agencies and policy offices, and the state budget office a report on a full cost analysis to provide annual actuarially sound rates for foster care child placing agency administrative rates and child caring institution residential rates. The report shall include, but not be limited to, all rate factors necessary for consideration and shall give estimates on the cost to implement actuarially sound rates based on actual child welfare data.*

(3) *In accordance with the final report of the Michigan child welfare performance-based funding task force issued in response to section 503 of article X of 2013 PA 59, the department shall continue an independent, third-party evaluation of the performance-based funding model.*

(4) *The department shall only implement the performance-based funding model into additional counties where the department, private child welfare agencies, the county, and the court operating within that county have signed a memorandum of understanding that incorporates the intentions of the concerned parties in order to implement the performance-based funding model.*

(5) *The department, in conjunction with members from both the house of representatives and senate, private child placing agencies, the courts, and counties shall continue to implement the recommendations that are described in the workgroup report that was provided in section 503 of article X of 2013 PA 59 to establish a performance-based funding for public and private child welfare services providers. The department shall provide quarterly reports on the status of the performance-based contracting model to the senate and house appropriations subcommittees on the department budget, the senate and house standing committees on families and human services, and the senate and house fiscal agencies and policy offices.*

(6) *From the funds appropriated in part 1 for the performance-based funding model pilot, the department shall continue to work with the West Michigan Partnership for Children Consortium on the implementation of the performance-based funding model pilot. The consortium shall accept and comprehensively assess referred youth, assign cases to members of its continuum or leverage services from other entities, and make appropriate case management decisions during the duration of a case. The consortium shall operate an integrated continuum of care*

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structure, with services provided by both private and public agencies, based on individual case needs. The consortium shall demonstrate significant organizational capacity and competencies, including experience with managing risk-based contracts, financial strength, experienced staff and leadership, and appropriate governance structure.



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The Michigan Department of Health and Human Services (MDHHS) has continued its collaboration with Kent County MDHHS staff and the Kent County provider community involved in the West Michigan Partnership for Children (WMPC) to support the Kent County pilot.

The performance-based funding model is intended to improve outcomes for children and families; allow for the effective allocation of resources to promote local service innovation, create service efficiencies, and incentivize service providing agencies to be accountable for achieving performance standards. The funding model reinforces positive outcomes and reinvests savings for continued improvements in foster care service delivery.

Data Overview

The outcomes monitored include the Child and Family Services Review (CFSR) federal measures, Modified Implementation, Sustainability, and Exit Plan (MISEP), and contracted measures. The WMPC is meeting:

- **9 out of the 14** identified permanency performance measures. This is an increase from last quarter which was 7 out of 14.
- **0 out of the 6** identified well-being performance measures. This is a decrease from last quarter which was 1 out of 6.
- **2 out of the 7** identified safety performance measures. This is a decrease from last quarter which was 3 out of 7.

The detailed quarterly performance measures for are included in the attachment titled *Fiscal Year 2021 Q3 Performance Report*.

Below is an overview of the racial demographics of the children served in quarter 3 of FY21.

Race of child	Number of children	Percent of foster care population
American Indian/Alaskan Native	3	0.4%
Asian	1	0.1%
Black/African American	244	36.5%
Multiracial	109	16.3%
White	311	46.6%

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Expenses-Cash Basis	FY2018	FY2019	FY2020	FY2021 Q1	FY2021 Q2	FY2021 Q3	FY2021 Projected Spending Compared to FY2020
Foster Care Administration	\$15,240,083	\$15,610,709	\$11,470,204	\$4,892,098	\$2,691,535	\$2,611,407	↓
Caregiver Maintenance Expenses	\$3,648,410	\$4,643,238	\$4,050,516	\$1,647,085	\$997,111	\$995,317	↓
Enhanced Foster Care Maintenance & Administration	\$1,053,168	\$3,448,756	\$2,960,982	\$969,449	\$641,940	\$750,173	↓
Residential Expenses	\$10,525,555	\$9,042,917	\$9,052,993	\$1,715,623	\$1,690,492	\$1,780,666	↓
Shelter Expenses	\$1,167,662	\$1,247,024	\$781,287	\$25,497	\$40,973	\$64,626	↓
Ancillary Services	\$1,325,453	\$1,399,903	\$1,070,799	\$447,454	\$302,003	\$338,649	↓
Adoption Administration	\$1,337,245	\$1,648,892	\$1,447,124	\$652,350	\$453,322	\$314,070	↓

Note: The table is cash basis and FY21 Q1 includes expenses from FY20 Q4.

Key Innovations and Status Updates

- In April, WMPC received one-fourth of both the \$35,132,600 foster care capitated allocation and \$2,000,000 administration allocation for FY21. WMPC maintained a \$1,500,000 risk reserve and operations to date resulted in a YTD surplus of \$5.5M, under an accrual basis.
- WMPC received 58 intake referrals in the third quarter of FY21; this is a marginal decrease from the number of referrals received in the second quarter of FY21.
- Provision of Enhanced Foster Care services and a decrease in number of children in foster care continues to contribute to fewer children placed in residential settings. Between April and June 2021, the number of days children spent in residential placements decreased by over 11% compared to the previous quarter.
- WMPC's performance and quality improvement team continues to analyze performance data and engage with its network providers monthly to discuss key performance measures, data quality, outcome measures, and quality improvement plans. WMPC also meets with providers on a quarterly basis to assess performance against the contract as a condensed review of contract compliance and achievement of outcomes. (Refer to attachment *Fiscal Year 2021 Q3 Performance Report*.)
- During quarter three, WMPC's clinical liaison received over 67 screening referrals leading to 12 formal assessments, over 84 staff consultations, and more than 76 youth connected to open-access services.

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- WMPC launched its Parent Engagement Program in April 2021. Since that time, the program staff have engaged more than 100 families, with 15 families consistently participating in services (three fathers, 12 mothers). In addition to general peer support, program staff attend case conferences, court hearings, and important appointments to support parents in their journey toward reunification.
- In celebration of PRIDE Month, WMPC & Foster Kent Kids hosted a webinar featuring LGBTQ+ licensed foster parents.
- The COVID-19 pandemic continues to have an impact on operations and performance. Turnover and hiring qualified case managers are a struggle with our partner agencies due to increased hybrid work, acuity of children in foster care and lack of available and appropriate placements. On-going disruptions to performance are projected due to the COVID-19 pandemic for the foreseeable future.

Attachments:

- Fiscal Year 2021 Q3 Performance Report.