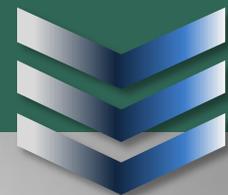




2015 Year-End Report



This report contains feedback on the goals established for the CQI process as well as feedback on the various quality initiatives the agency established. Questions concerning this report should be directed to Marilyn Acton-Dowell at macton-dowell@highfields.org.

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3/1/2016

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Highfields' mission: To provide opportunities to children, youth and families to become more responsible for their own lives and to strengthen their relationships with others.

Highfields is committed to adhering to all expectations of its Quality Improvement Plan. This includes adherence to the rules, expectations and guidelines of State of Michigan licensing standards, Council on Accreditation for Children and Family Services standards, Michigan Department of Health and Human Services, corporate compliance regulations, and privacy and security guidelines.

The purpose of the Quality Improvement process is:

1. To insure the highest level of quality service provision to all consumers.
2. To monitor critical points of the organization's service delivery.
3. To detect any areas of concern that should be addressed.
4. To oversee corrective actions plans to ensure identified needs are addressed.
5. To oversee the change process to prevent reoccurrence of identified problems.
6. To affect systemic change where needed in response to identified concerns.

CQI Goals 2016

1. Monitor progress of 5 year Strategic Plan. The strategic plan is supported through Highfields division through staff input and participation divisional and agency and Roundtable meeting.
2. Use CQI meetings to review paperwork timeliness for programs monitored through the A-133 Audit to ensure they meet the goal of 95% for report timeliness.
3. Report progress to CQI committee regarding tracking contract requirements and CAP's for improved adherence to external quality monitoring.
4. Provide support, assistance and monitoring through the CQI committee of the compliance for contract requirements. This would include:
 - Unit requirements for all MDHHS contracts i.e. FRP, FTBS as reported through the Agency Dashboard.
 - Contract requirements for all mental health contracts.
 - Residential requirements in accordance with BCAL rules.
5. Use CQI meetings to monitor and improve performance review timeliness, background checks and reference checks.

Goals 2015:

1. Monitor progress of 5 year Strategic Plan.
2. Use CQI meetings to review paperwork timeliness through the Quality Assurance Process and help ensure that all divisions meet the goal of at least 85% for report timeliness.
3. Report progress to CQI committee regarding tracking contract requirements and CAP's for improved adherence to external quality monitoring.
4. Provide support, assistance and monitoring through the CQI committee of the compliance for contract requirements, specifically meeting unit requirements for those contracts specifying hourly client contact of units (FRP, FTBS, HB and HB 0-3).
5. Track agency benchmarks through the Agency Dashboard.
6. Work through the CQI committee and quality assurance reviews to assure we are providing customer service in all areas, including administrative, human resources, referral sources, and client contact.

OVERVIEW OF THE PROCESS

Continuous Quality Improvement (CQI) is an essential part of Highfields' services. As an organization, Highfields highly values employee and stakeholder involvement in carrying out the agency's mission, vision, goals and desired outcomes. The CQI Committee led by the Director of Quality and Program Development oversees the agency's quality initiative. The CQI Committee is comprised of representatives from each of Highfields' divisions as well as senior leadership. These include Residential Services, Community Services, Administrative Services (Accounting, Human Resources, Support Services and Development), President CEO, and the Vice President, Clinical Services. This report covers calendar year 2015 and provides an overview of the activities of the CQI initiative and the agency.

CQI Committee Meeting Dates, January 2015 through December 2015:

January 22, 2015

March 12, 2015

May 14, 2015

August 20, 2015

October 22, 2015

GOAL REVIEW 2015

GOAL	PROGRESS								
<p>1. Monitor progress of 5 Year Strategic Plan. *</p>	<p>Each Board committee reviewed and updated their strategic plan. Board as a whole approved the updates. Each division of Highfields updated their plan and continues to review the Strategic Plan.</p>								
<p>DATA: The 5 year Strategic Plan is included in the CQI Summary Plan for 2015, CQI Master Plan and is available upon request.</p> <p>STATUS: Progress</p>									
<p>2. Use CQI meetings to review paperwork timeliness through the Quality Assurance Process and help ensure that all divisions meet the goal for report timeliness of 85%.</p>	<p>Paperwork timeliness was monitored through the Quality Assurance Process. All paperwork timeliness reports were reviewed at the CQI meeting, the board Program Committee, and with each division of Highfields.</p> <p>The timeliness standard is a minimum of 85%. In the calendar year 2015 paperwork annual timeliness rates were as follows:</p> <table style="margin-left: 20px;"> <tr> <td>Residential Services</td> <td style="text-align: right;">78.4%</td> </tr> <tr> <td>North Team</td> <td style="text-align: right;">93.3%</td> </tr> <tr> <td>South Team</td> <td style="text-align: right;">98.6%</td> </tr> <tr> <td>Agency Total:</td> <td style="text-align: right;">96.1%</td> </tr> </table> <p>The agency rate for paperwork timeliness went down 1% when compared to 2014 (97%). Residential timeliness was low primarily due to barriers in the MiSACWIS reporting system that the State of Michigan implemented for reporting in residential services. The 2015 percentage is consistent with our 85% benchmark for paperwork timeliness and continues to mark a pattern of consistency from staff in meeting paperwork requirements and standards.</p> <p>Outcome data, Quality Assurance reports and Risk Management reports were all submitted to the CQI committee for review as established. Outcome data is compiled annually and is part of the CQI report. QA and Risk Management submit their data quarterly. Any concerns, suggestions or questions are assigned to a committee member for follow-up and then reviewed again at subsequent committee meetings until resolution occurs.</p>	Residential Services	78.4%	North Team	93.3%	South Team	98.6%	Agency Total:	96.1%
Residential Services	78.4%								
North Team	93.3%								
South Team	98.6%								
Agency Total:	96.1%								
<p>DATA: All data and reports are available upon request.</p> <p>STATUS: Significant Progress</p>									
<p>3. Report progress to the CQI committee</p>	<p>The CQI committee regularly reviewed CAPS to</p>								

regarding tracking contract requirements and Corrective Action Plans (CAPS) for improved adherence to external quality monitoring.

monitor adherence and compliance.

The CQI committee reviewed case reading reviews and corrective action plans for the Family Reunification Program (FRP) for the Jackson/Hillsdale FRP team and the Ingham/Livingston FRP team, 21st Century After School Program, Residential, Wraparound SED Waiver programs, Home-based, MST, Outreach and Parenting Wisely. There were fewer corrective action plans required in 2015 for Residential compared to 2014.

DATA: Minutes documenting actions on CAP's are in the CQI manual along with CAPs and are also available for review. The Director of Quality maintains and distributes unit report summaries.

STATUS: Significant Progress

4. Provide support, assistance, and monitoring through the CQI Committee for compliance of contract requirements, specifically meeting unit requirements for those contracts specifying hourly client contact of units (FRP, FTBS, HB, and HB 0-3).

Highfields has implemented a tracking system for those contracted programs requiring clients be seen a specific number of hours or units. The programs requiring units and being tracked are Families Together Building Solutions (FTBS); Home-Based Services (HB); Home-Based 0-3 Services (HBO-3); Family Preservation Program (FPP); Multi-Systemic Therapy (MST) and Family Reunification Program (FRP). These units are compiled on a quarterly basis and reported on the Agency Dashboard. Supervisors of these programs receive summaries identifying staff and cases that have fallen below compliance requirements. Unit reports are used for supervision purposes and to assist staff in making necessary adjustments to meet contract requirements.

DATA: Agency Dashboard and program unit reports.

STATUS: Progress

5. Track agency benchmarks through the Agency Dashboard.

The CQI director maintains a quarterly Agency Dashboard that is presented at Leadership meetings and the board Program Committee. The Dashboard aims to reflect the health of the agency as measured against agency benchmarks. A summary of fiscal year 2014/2015 follows:

- **Satisfaction**
Measured on a Likert scale of 1-5; client and referring agency satisfaction has averaged well over the 4.50 benchmark at 4.62
 - **Timeliness**
Paperwork timeliness for 2015 was 96.1% with an 85% benchmark.
 - **Contract compliance**
 - Residential capacity benchmark was 22 and
-

FY 2014/2015 ended with an average capacity of 21.9.

- **DHHS contracts**
All contracts met benchmarks except for the FRP program which ended the FY 2014/2015 at 3.90 compared to a benchmark of 4.00.
- **MH contracts**
All MH contracts met their benchmarks except for Homebased at 6.53 compared to a benchmark of 7.00. This benchmark has been an unrealistic standard to meet. The contract has changed and 7.00 is no longer the standard moving forward. The new benchmark is 6.00.
- **South Team growth**
South Team growth is closely tied to our mental health cases. During the 2015 year the South Team increased the number of consumers by 4%, however Home-based consumers increased by 23%. It is noted that our Outreach cases decreased 56%.
- **School programs**
Ingham Academy reflected an average attendance rate of 68% with Evening Reporting reflecting an average attendance rate of 52% for High Risk students and 69% for Low Risk.
- **Reaching Higher/Afterschool**
In comparison to the last five years, 2014-2015 experienced the highest number of youth who participated “90 or more days.”
- **Finance**
Our financial position continued to improve in 2015. We met or exceeded our targets for working capital, debt service coverage ratio and profitability rate.

DATA: Discussions regarding the Agency Dashboard can be found in the CQI Committee minutes, Program Committee minutes, and Leadership minutes.

STATUS: Progress

6. Work through the CQI Committee and Quality Assurance reviews to assure we are providing customer service in all areas including administrative, Human Resources, referral sources, and client contacts.

Customer and referring worker satisfaction surveys measures the quality of customer service. These surveys are reflected in the form of a table further in this report.

Comments from referring agencies and consumers are taken seriously as they reflect our commitment to quality service. Any dissatisfaction expressed in these surveys is handled with a personal phone

call to the individual filling out the form from the Director of Quality and/or the supervisor of the program. Our goal is to assure that each consumer knows that they were heard and we will take steps to improve. The vast majority of our surveys are positive. A few examples of comments directly from the surveys for FY 2014/2015 include:

- “My client and I adored this worker. She does a great job being on the same “level” as the client and making a connection. (Referring worker re: a Families Together Building Solutions therapist)
- Client’s response to *Things I like best about Highfields service*: “My therapist is AWESOME!!” (Multi-Systemic Therapy client)
- Client’s response to *Things I would like to see improved in the Highfields’s Program.* “Nothing, keep everything the way it is. My worker is very friendly and smiling all the time. I loved it.”(HB 0-3 client)
- Client’s response to *Things I like best about Highfields service*: “Helped me better learn how to effectively discipline my kids without spanking or yelling.”(Parenting Wisely client)
- Referring Worker Satisfaction: “This therapist did an excellent job with this difficult family. Her knowledge and expertise was very helpful and appreciated.”

DATA: **Customer Satisfaction is reported on the Agency Dashboard and later in this report.**
STATUS: **Progress**

* Strategic 5 Year Plan available upon request

CQI Review

STAKEHOLDER INVOLVEMENT:

Stakeholders were involved in the improvement process through a variety of mechanisms including work groups, surveys, board meetings, social events, board committee meetings, Quality Assurance and CQI processes. Following is a list of stakeholder events that took place January 1, 2015 - December 31, 2015.

Employees

- Agency Round Table meetings for the entire agency occurred on May 13, 2015 and October 10, 2015
- Community Services Round Table meetings for staff from the North Team and South Team were held in March 18, 2015; June 17, 2015 and September 30, 2015.
- Residential Services held monthly all staff meetings
- HR held monthly staff meetings.
- Finance held bi-monthly staff meetings.
- Standing committees with employee participation (meeting notes are available for review in the CQI Manual):
 - Safety Committee met on March 26, 2015; July 9, 2015 and October 15, 2015
 - Wellness Committee, the committee began submitting articles to the Employee Newsletter in 2015. It is noted that the Chair of this committee resigned effective May 1st in 2015.
- The Employee Awards Banquet was held February 21, 2015 to celebrate staff completing 8 and 10 years of service. Staff honored:
 - **8 Year Dedication Award**
 - Rebecca Womboldt
 - James Cargill
 - Melissa Johnson
 - Andrea Bernard
 - Darryl Scott
 - Brian Philson
 - Joanna Hayes
 - **10 Year Caring Award**
 - Belle Black
 - Stephen Swart
 - Lori Bargesser
 - **The 2015 Carl J. Latona Distinguished Service Award:**
 - Julie Duffey Residential Intake Coordinator
- Employee satisfaction survey was completed in January 2015; results were reviewed with the leadership team, board members and staff and are available for review.
- Highfields Dispatch, Employee Newsletter was published quarterly in 2015
- Bright Futures, was published February 3, 2015 and June 26, 2015 and monthly as an eNewsletter.
- Highfields Highlights eNewsletter was

The Carl J. Latona Distinguished Service Award was established in 2012 and is given annually to an employee, nominated by his/her peers, who has exhibited the 4 major characteristics exemplified by Carl: integrity, passion for helping others, perseverance and an

published Spring 2015, Summer 2015 and Fall 2015

Board Related

- Board members participated in bi-monthly board meetings and committee meetings. Notes from all meetings are maintained in a file in the main office. Board committees consist of: Executive, Finance/Personnel, Program, Building & Sites, Fund Development, and Endowment.
- A Board Orientation was held June 3, 2015. The orientation was chaired by the Board Chair, Sara Bennett, and President/CEO, Brian Philson. The focus was to orient new board members to the board manual and workings of the agency. New board members were Peg Asmus and Chivon Kloepfer who joined Fund Development; Bill Bockwitz, Susan Fulton, and Lindsay Huddleston joined Programming; Jeff Hertrich and Helen "Lizzy" Mills joined Finance and Personnel and Tom Reder joined Building and Sites.
- The Annual Board Meeting was held April 29, 2015. The event which included past, new and current board members and staff was held at the Walnut Hills Country Club. The following Awards were presented at this event:

Robert L. Drake Citizenship Award to *Rollin Dart*

Highfields Partnership Award to *Two Men and A Truck/International*

Aldinger Scholarship to *Autumn Bell, Christopher Dykstra, Michelle Hopkins, Sarah Monroy, Russel Patterson, Rebecca Russell, ShelleyWebb*

Donors

- Donors and key stakeholders were mailed the Highfields' Annual Report and it was made available to all staff and others and is posted on Highfields' website.
- A Golf Outing, fundraiser was held June 8, 2015. The funds were raised to support Highfields programs. Board members, staff and community members attended the event.
- The annual Donor Appreciation Event was held July 23, 2015 at the Garden Gala at the Ingham Academy.
- Highfields was a recipient of WLNS Channel 6 Toy drive. The agency received gifts that were distributed to families participating in Community Services programs and the Residential program in time for Christmas.

Referral Agencies

- Site visits and file audits took place during the year.
- Results of the audits and any accompanying corrective action plans are available as needed. All corrective actions plans have been accepted by auditing bodies.

- Numerous presentations and meetings took place between the Courts, Department of Health and Human Services and Community Mental Health Authorities with whom Highfields contracts to provide services.
- Referring workers were sent satisfaction surveys at the end of service. Overall results for referring worker satisfaction surveys indicated an average score for Community Services of 4.52 and an average score of 4.78 for Residential Services.

Consumers

- Consumers were asked to complete satisfaction surveys at the end of services. Overall results indicated an average score for Community Services (Jackson & Lansing offices) of 4.90 and Residential of 4.44 (scale of 1-5) for satisfaction. Results of these surveys are included later in this report.
- The annual Thanksgiving Dinner was held at the Onondaga campus and 43 consumers, staff and board members attended with their families.

Community Members

- Several meetings took place with the Onondaga Neighborhood Watch. Meetings were July 17, 2014; October 23, 201; May 2, 2015 and November 12, 2015.

Consumer Advocates

- Staff members participated in ongoing meetings as part of Michigan Federation of Children and Family Services, Michigan Home-Based Family Services Association, LifeWays Improving Practices Leadership Team, and numerous other State and community advisory boards.

LONG TERM PLANNING:

Highfields finished its third full year of the 5 year strategic plan. The agency and Board kept the 5 year plan in front of them and worked to accomplish all goals. This plan includes five year planning from the CEO, Finance & Personnel, Program, Fund Development, and Building & Sites committees. The five year plan 2013 – 2018 overall goals are to:

- Provide a clear and concise vision for the next five years
- Develop a plan to ensure the continued financial stability of the agency
- Ensure continuity between the four major committees of the Board of Directors

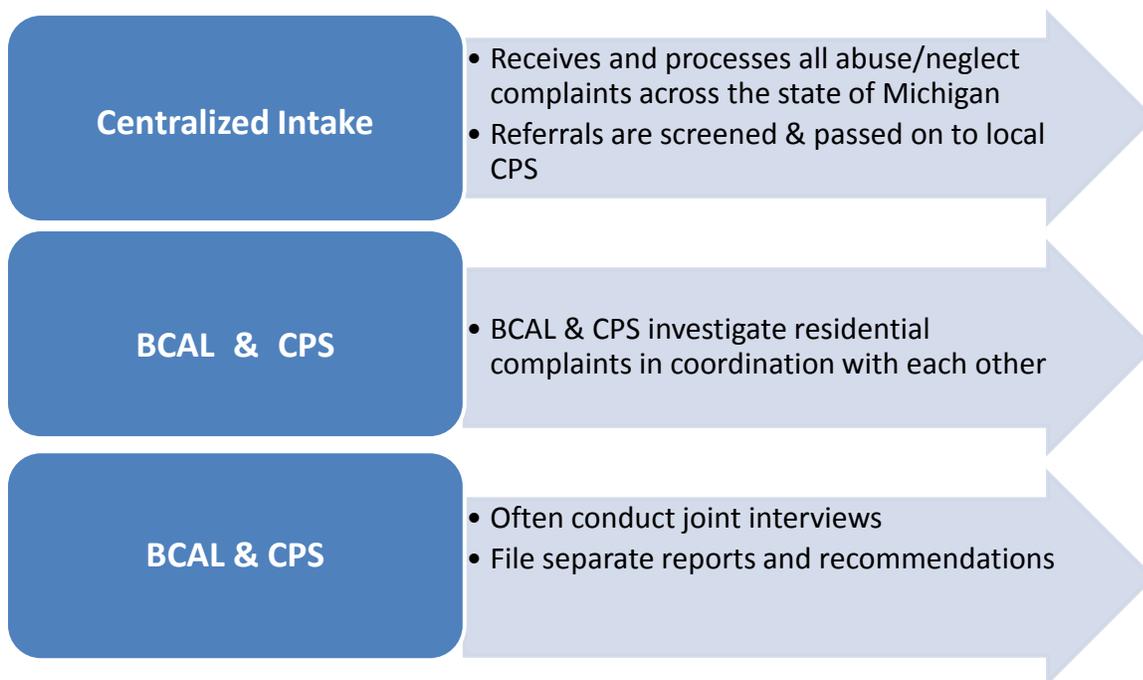
SHORT TERM PLANNING:

The divisional short term plans are updated each year and become a part of the working CQI Plan. The three Highfields divisions (Community Services, Residential, & Administration) updated their strategic plans during periodic round table meetings. All staff had an opportunity to participate and contribute to this process.

EXTERNAL QUALITY MONITORING:

STATE MONITORING

The state of Michigan maintains a centralized intake system that receives and processes all abuse/neglect complaints across the state. BCAL (Bureau of Children and Adult Licensing) investigates licensing violations and Children’s Protective Services (CPS) conducts investigations in cases of abuse/neglect for residential settings.



Highfields underwent licensing reviews, audits, and investigations during 2015. Below is a listing of dates and whether a corrective action plan (CAP) was required. All CAPS were reviewed by the CQI committee.

Agency Licensing:

COA:

In 2015, Highfields successfully completed its re-accreditation through the National Council on Accreditation. In addition to completing an accreditation survey for each of the services provided by Highfields a site visit was completed on February 2, 2015. After their comprehensive review was completed, we were reaccredited through May 31, 2019. No corrective plans were recommended, however areas of improvements including our processes for verifying references and credentials; and timely completion of performance evaluations.

* COA AREAS FOR OPPORTUNITIES available for review upon request

BCAL

The Bureau of Children and Adult Licensing (BCAL) asked for a written corrective action plan for violations incurred. The written corrective action report was accepted and the investigation was closed on 1/29/2015. An Interim Inspection Report was completed on 10/14/2015 and it was determined there was substantial compliance with applicable licensing statutes and rules, sections of the contract and Modified Settlement Agreement (MSA) requirements. It was recommended the facility continue on their regular license renewed through September 17, 2016.

Mental Health

Highfields re-credentialed with LifeWays CMH April 2015 and CEI-MSHN September 2015. Lenawee County CMH through May 2016.

Afterschool:

February 28, 2015

Hunt Elementary- granted a regular status license. Renewal will be in February 2017.

March 25, 2015

Child and Adult Care Food Program (CACFP) Review- One finding: One monitoring document was incomplete and not enough snacks were reviewed during reviews. A corrective action

plan was accepted by the MDE on 4/20/2015.

April 9, 2015

Leslie Middle School- License was renewed.
Next renewal will be in April 2017.

April 9, 2015

Townsend Elementary (Vandercook Lake)-
granted a regular status license. Renewal
will be in April 2017.

May 20, 2015

DaVinci Primary School- License was renewed.
Next renewal will be in May 2017.

June 15, 2015

Western Middle School- accepted for
exemption from on-site inspections.
(Granted based on two years clean inspection
and school board approval)

December 2, 2015

Michigan Department of Education (MDE)-
On-site monitoring review for both grants.
No findings. Received exceeding expectations
on every measure.

Gardner Middle School and Springport had no
licensing activity in 2015.

Community Service Division:

None required for 2015

Residential Services:

Highfields had no licensing violations investigations
in 2015

Support Services:

August 20, 2014 and

Environmental Health Inspection – Substantial
compliance in 2014. Elevator Inspection was
performed 6/1/15 and mechanic reports it is in
good working condition.

September 12, 2014

Inspections occur every two years. Next inspection
will be in 2016.

July 23, 2014

Fire Safety Compliance Record –Full
compliance in 2014. Inspections are done every
two years. Next review will be in 2016.

August 31, 2015

Food Establishment Inspection –The facility was
In full compliance except for two item which were

corrected. Closing comments were "all temperature found in compliance, dish machine properly heat sanitizing and facility clean and organized.

Financial Services:

August 3, 2015

Received final report – The Financial Audit is an A-133 as we receive Federal Funding that is done each year. The 2015 audit was completed in July and the final audit report was issued on 8/3/15. There were no findings or corrective actions noted.

INTERNAL QUALITY MONITORING:

Highfields evaluates its systems, procedures, and programs throughout the year. Below is a list of reviews that took place in 2015.

A. Risk Management Review*:

Reviews took place on a quarterly basis. Reports were reviewed at manager's meetings, Safety Committee meetings and also at the CQI meetings. The reports looked at the following areas:

- Restrictive Behavior Management Interventions
- Critical incidents including client injury
- Client grievances, incidents or accidents
- Environmental Risks
- Medication dispensing
- Staff grievances, incidents or accidents.

Mental Health cases are reviewed through the CMH process. The Behavior Management Review Committee (BMRC) is still used for any consumers with restrictive behavior plans or medications used in that capacity.

***Copies of Risk Management Reports are available for review.**

B. Case Record Review:

Case records were reviewed in several manners. Ongoing reviews took place by supervisors and administrative assistants as listed below:

- Supervisors for respective services review and authorization of each report that goes into a client's file.
- Administrative assistants review all cases for necessary documentation at case opening, monthly billing, periodic audits, and case closing.
- Contractors periodically audit services through a file review to measure

- compliance in treatment provision and fiscal management.
- Consumers review their progress with our workers and receive copies of all reports written by Highfields' workers.

In 2015 Quality Assurance reviews took place quarterly. Each QA Review was submitted to each program manager for reply and correction if necessary. Paperwork timeliness was reported quarterly on the Paperwork Timeliness scorecard. The paperwork scorecard is designed to assist supervisors in meeting time frames established by contracts and Highfields internal expectation. See Agency Paperwork Timeliness 2015 year end summary (page 23).

Quality Assurance reports were distributed to all agency managers and reviewed by the CQI committee and board Program Committee. QA review teams were made up of the Associate Director of Quality and supervisors. Copies of all reports are archived and are available for review.

Quarter 1 (January-March)

Afterschool for Vandercook Lake and Western Schools in Jackson were reviewed.

Review Team: Jill Clark, Director of Quality

Files Reviewed: At Vandercook Lake 18 student files out of 36 students were reviewed and 5 staff files out of ten were reviewed. At Western a total of 16 out of 32 student files were reviewed and a total of eight staff files were reviewed. A building inspection was conducted for appropriate postings. Both school's files were in very good order. In speaking to staff, they were knowledgeable and enthusiastic about the program. There was no need for a written corrective action plan.

Quarter 2 (April-July)

Residential – July 24, 2015

Review Team: Jill Clark, Director of Community Services, Marilyn Acton-Dowell, Associate Director of Quality

Files Reviewed: 16 residential files were reviewed (all current residents).

Cases were found to be thorough and organized. It is recommended that all paperwork filed be checked off the list as files and that the required paperwork continues to be designated with an asterisk. Paperwork timeliness averaged 86% which is within the agencies threshold mark.

Quarter 3 (August-September)

Parenting Wisely and Outreach: South Team: September 30, 2016

Reviewer: Marilyn Acton-Dowell, Associate Director of Quality

Files reviewed: Two DHHS Outreach Files and two Parenting Wisely Files were reviewed and the cases were found to be thorough and organized.

Quarter 4 (October – December)

South Team and North Team – November 16, 2015, **Families Together Building Solutions (FTBS) for Gratiot County** were reviewed along with **SED Waiver Wraparound cases**.

Review Team: Marilyn Acton-Dowell, Sharla Hansen, and Angela Allen.
Files Reviewed: During this review 100% of the FTBS Gratiot County files were reviewed using the state fidelity tool. No CAP was required although Marilyn Acton-Dowell Associate Director of Quality wrote a Quality Assurance report and spoke with supervisor regarding meeting three hours face to face, IPOS reports being sent late and termination summaries sent late.

Wraparound SEDW: North Team

Review Team: Marilyn Acton-Dowell, Angela Allen
Files Reviewed: Two cases were reviewed and they were in compliance with the fidelity tool used.

Wraparound SEDW: South Team December 9, 2015 Site Review for Jackson and Hillsdale Counties.

Reviewer: Marilyn Acton-Dowell
Files Reviewed: Nine files were reviewed utilizing the Wraparound Fidelity to the Model.
A Quality Assurance Report was written and a corrective action report requested.

Home-based: South Team: December 15, 2015 Site Review for Jackson and Hillsdale Counties.

Reviewer: Marilyn Acton-Dowell
Files Reviewed: There were 44 case files reviewed for Jackson and Hillsdale Counties utilizing Lifeways Community Mental Health Audit Tool in compliance with MSHN.
A Quality Assurance Report was sent to the Community Services Coordinator and a Corrective Action Plan requested on certain items appearing to be a trend.

Quality Assurance quarterly reviews in 2016 will be scheduled quarterly (Calendar Year) by program. The schedule is as indicated below:

2016 Quarter	Program
1 st Quarter January - March	Afterschool programing ✓ Hunt Schools ✓ Gardner School ABA Case management MST (Multi Systemic Therapy)
2 nd Quarter April – June	Phoenix Stabilization
3 rd Quarter July – September	Wraparound SED Families Together Building Solutions Outreach Family Reunification Program

4 th Quarter October – December	Home-Based Services Home-Based 0-3 Parenting Wisely
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Monitoring of units for programs with contracts that have unit requirements was completed monthly this year. A monthly unit report is provided supervisors per service they supervise and the unit averages are reported quarterly on Highfields' Agency Dashboard. Programs monitored for unit contract compliance include Families Together Building Solutions (FTBS) in Ingham, Jackson, Hillsdale, and Branch counties; Family Reunification Program (FRP) in Ingham, Eaton, Jackson, Hillsdale, Calhoun, and Branch counties; Multi-Systemic Therapy (MST) in Jackson, Hillsdale and Livingston counties; Family Preservation Program in Lenawee county; and Home-Based/0-3 Home-Based Services in Jackson and Hillsdale counties. Unit monitoring is intended to provide feedback to supervisors and staff regarding their performance and contract compliance to assist them in making adjustments in service provision when appropriate.

C. New Programming:

- ❖ Families Together Building Solutions in Jackson County October 1, 2015.
- ❖ Families Together Building Solutions in Branch County expanded October 1, 2015.
- ❖ Multi Systemic Therapy in Livingston County renewed October 1, 2015.

D. Outcomes:

Outcomes were gathered monthly from consumers who successfully completed their program. The data displayed below covers consumers served in 2014 & 2015 and recorded in 2014. Data for 2015 is still being collected, since cases closed in the last half of 2014 are contacted for follow-up in 2015. Outcome data for the 21st Century Learning Centers Afterschool Programming is collected through Michigan State University and evaluated through their affiliate Eval Global Solutions, LLC. Summary data for Afterschool is included in this report. Review of the full report is available upon request. The data is used to review progress and to evaluate the effectiveness of strategies employed.

Afterschool:

Highfields Afterschool program as part of the Reaching Higher 21st Century Community Learning Centers Afterschool Programming was evaluated by **Eval Global Solutions, LLC** authored by Oseela N. Thomas, PhD. The summary below is based on their **2014-2015 Year-End Final Evaluation Report***. Highfields provided Afterschool programming in 7 schools. These included participants in K-1 through 8th from Hunt, Da Vinci, Gardner, Leslie, Western, Townsend and Springport schools.

The 2014-2015 school year enrolled 560 youth which was an increase from 521 the previous year. Regular participants were 279 or 54% (participated 30 or more days) which remained the same from last year; 80% of participants were low income compared to 79% the previous year.

In comparing the last five years data, 2014-2015 experienced the highest number of youth who participated "90 or more days."

Below is a table depicting increases in participation in life skill development activities, art and, music.

Activity	FY 2011	FY 2012	FY2013	FY2014	FY2015
Youth Development	31%	46%	0%	88%	75%
Youth Career/Job Training	22%	37%	29%	48%	67%
Entrepreneurial Education	35%	51%	69%	91%	52%
Telecommunication	39%	62%	56%	84%	60%
Science	37%	60%	68%	82%	61%
Art & Music	63%	62%	75%	92%	81%

The report found through the completion of "dosage analyses" that participation rates may play a significant role in academic achievement. Indeed, extant research demonstrates that youth's regular participation over an extended period of time produces maximum benefits. There was a statistically significant difference in ELA grades between Reaching Higher High Participation & Low Participation students.

Dosage effect also reveals there is a significant difference in Math grades between Reaching Higher High Participation & Low Participation students. **(see Chart 1 and Chart 2 below)**

Chart 1: Association between *Reaching Higher* Participation and ELA Marking Period (M) Grade

MARKING PERIOD (M)	LOW PARTICIPATION YOUTH	HIGH PARTICIPATION YOUTH
First Marking Period	2.36	2.64
Final Marking Period	2.15	2.54

Chart 2: Association between *Reaching Higher* Participation and Math Marking Period (M) Grade

MARKING PERIOD (M)	LOWPARTICIPATION YOUTH	HIGH PARTICIPATION YOUTH
First Marking Period	2.18	2.53
Final Marking Period	2.09	2.38

Dosage effects on scores also indicated that High Participation students scored, on average, higher than Low Participation students in Reading scores at all grade levels. High Participation students also scored higher than Low Participation students in Math scores at all grade levels.

The **2014-2015 Final Examination Report** cited the following “strides” made as well as recommendations for improvement for the academic 2015-2016 school year:

ACHIEVEMENTS

Reaching Higher has made significant strides in student retention, school attendance, positive behaviors, life skills, and social values and development. Reaching Higher staff report the program remains overwhelmingly positive.

Academic achievement in Reading and Math has improved although this appears to be a continual area in need of improvement for participating youth. Additional analysis reveal that 28% of Reaching Higher youth demonstrated improvement in ELA grade by year end, while 42% decreased, and 31% maintained the same grade. In terms of math, 31% of Reaching Higher Youth demonstrated improvement by year end, while 41% decreased, and 28% maintained the same grade. Though students are reporting positive attitudes about their academic achievement as a result of participating in the program, it has not translated into tangible results (e.g., grades).

RECOMMENDATIONS

Incorporate a more streamlined and focused academic instructional component that is age appropriate and consistent across sites.

Continue to improve upon retention rates among students in Reaching Higher over the Longer term (90 or more days.)

Provide afterschool staff with professional development opportunities for “connecting afterschool program with school day”, “classroom/behavioral management”, and “coming up with programming ideas”. *Note: this is the #1 area staff would like additional training.*

Continue to improve upon connecting with school day staff on a more meaningful level. A viable system needs to be developed where communication can be streamlined more effectively between school day

teachers and Reaching Higher afterschool staff.

Continue to ensure continuous, accurate, and complete data collection.

It is also noted that *High Participation* youth had on average, less behavioral problems at school than *Low Participation* youth. Results also indicated a correlation between Reaching Higher participation rate suspensions such that as youths' participation in Reaching Higher increased, the suspension rate decreased at the same time. Findings revealed positive association between participating in Reaching Higher and youth demonstrating positive behaviors, and improved attendance at school.

Per Brenda Weck, Program Director, "The focus this school year was on professional staff development for staff and a number of new resources were utilized to stay up to date with the latest innovations and trends in "After School."

***Copies of the entire 2014-2015 Year-End Final Evaluation Report is available for review**

Community Services :

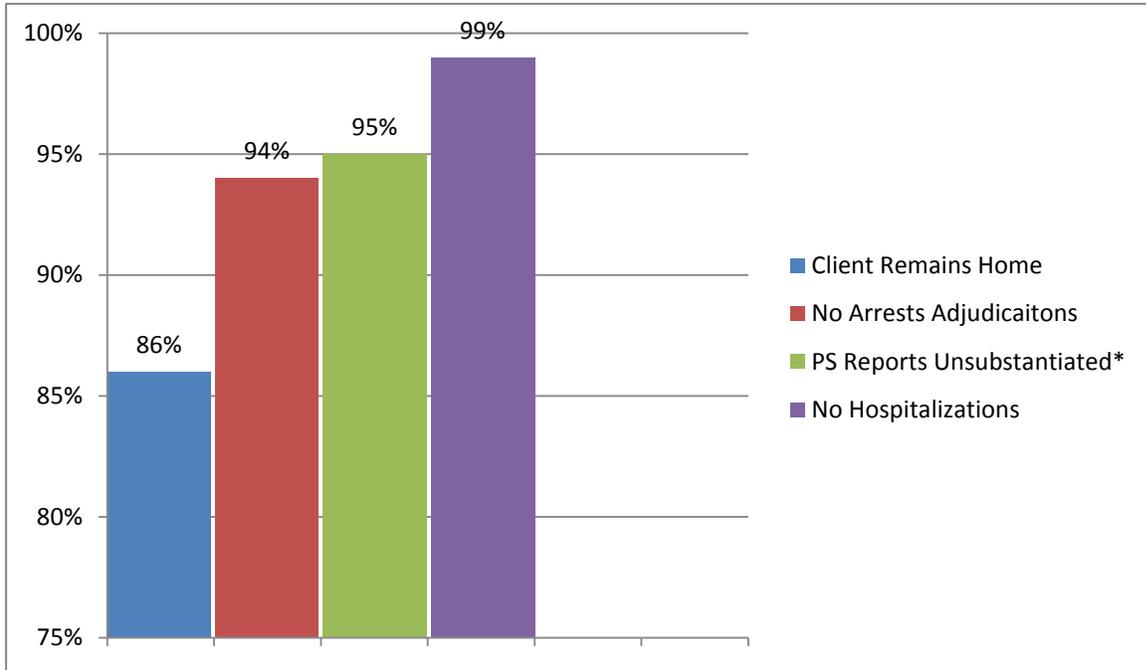
HILLSDALE OFFICE OPENED

Highfields opened its fourth office in Hillsdale County in the fall of 2015. The Hillsdale Chamber of Commerce welcomed Highfields with a ribbon cutting ceremony on November 12, 2015. Highfields has served Hillsdale County for over 20 years. Families Together Building Solutions; Home-Based 0-3; and Home-Based Services are the main programs out of this office. Highfields has 12 staff currently working full or part-time out of our Hillsdale office.

Outcomes for 12 month follow ups are being reported for January 1, 2014–December 31, 2014 since all data is complete for that time period. Data for six month follow-up is reported for the first six months of 2015.

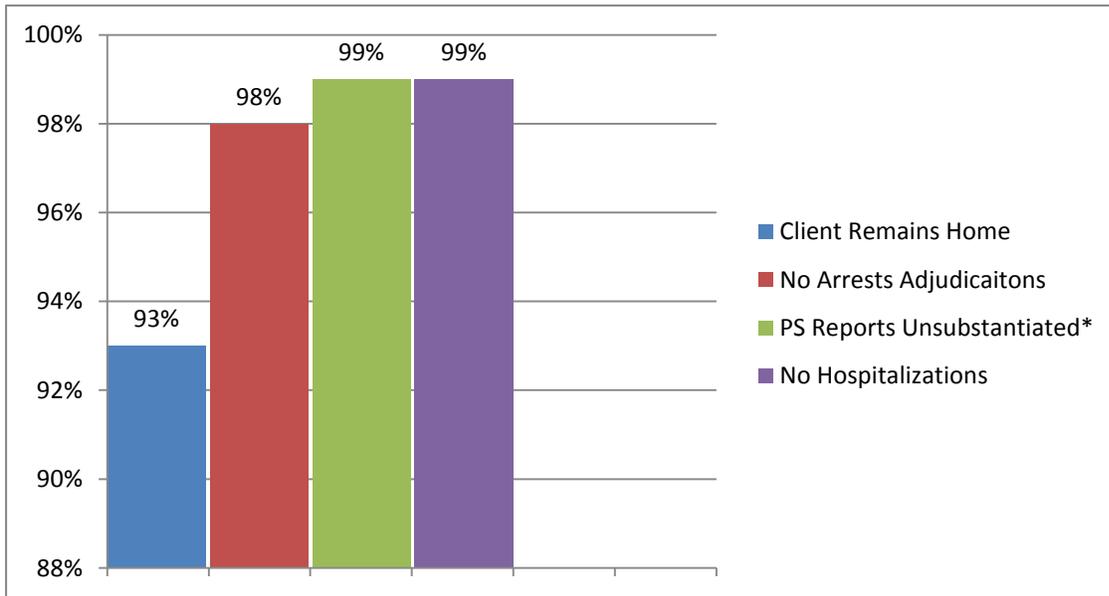
Community Services (CS) success with clients remaining in their home was 86% as illustrated in the graph below depicting the 12 month 2014 follow-up and the six month 2015 follow-up depicted by 93% . Their success rate was also excellent in preventing hospitalizations (99%). These are two goal areas required by DHHS and CMH.

12 month follow up 2014



*of reports filed

6 Month Follow-up 2015



*of reports filed

Home-Based Services, Wraparound, and MST Mental Health programs were measured by the Child and Adolescent Functional Assessment Scale (CAFAS). CAFAS is administered at case opening, quarterly, and at case closure. There are eight subscales which reflect the youth’s day-to-day functioning: School/Work; Home; Community; Behavior toward Others; Moods; Self-Harm; Substance Use; and Thinking/Communication. All subscales are scored at (0) Minimal or No Impairment; (10) Mild Impairment; (20) Moderate Impairment; and (30) Severe Impairment which are then added up for a total score. Eligibility for services is a score of 80 or above.

Progress and ultimately success is considered an improvement of at least 20 or 30 points:

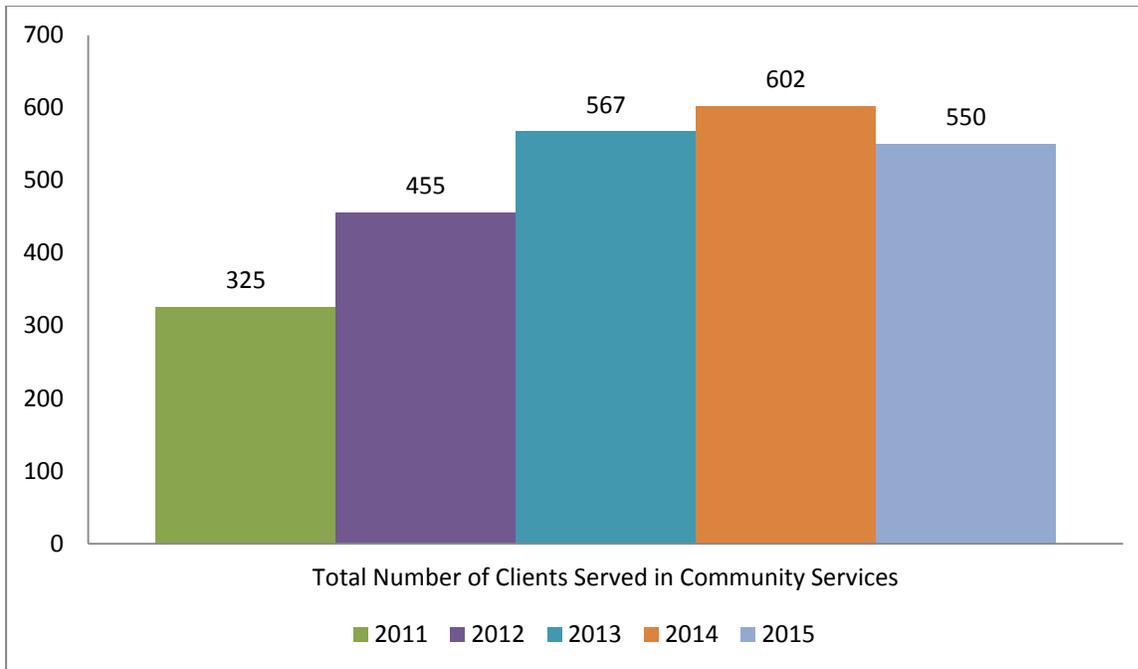
CAFAS/Jackson and Hillsdale County
1/1/15 to 12/31/15

Average CAFAS Youth Total Score on Initial Assessment	105
Average CAFAS Youth Total Score on Most Recent Assessment (closing)	75*
DIFFERENCE	30*
<i>*A lower average score at the most recent assessment (closing) indicates a positive change.</i>	
<i>*The average difference score: a positive number indicates improvement in functioning, 0 indicates no change, and a negative number indicates greater functional impairment.</i>	

Program Growth:

Community Services has been growing steadily. The chart below depicts growth for the following programs: Home-Based 0-3; Home-Based (Hillsdale & Jackson counties); Trauma Focused Cognitive Behavioral Therapy; Insurance Cases; Outpatient; Outreach; Parenting Wisely; Wraparound (Hillsdale & Jackson counties); and Wraparound for Severely Emotionally Disturbed.

The Community Services Growth chart below depicts the total number of clients served over a five year period. The largest growth in cases came and continues to stem from cases referred in mental health Home-Based Services over the five years shown. The chart below indicates a slight decrease of approximately 50 cases in 2015. This drop can be explained by the decrease in the Department of Health and Human Services (DHHS) Outreach program of 50 cases. The overall average number of cases served for these programs increased 150% between 2010 and 2015. Home-Based Services continued to grow in 2015 at a rate of 23% (increase of 66 cases). Outpatient Services also showed a significant increase of 48% (52 cases) while DHHS Outreach cases decreased.



Paperwork Timeliness:

Paperwork timeliness requirements, is a part of all of Highfields contracts. Auditors for all programs, including our yearly A-133 audit track timeliness. The 2015 calendar year ended with paperwork timeliness hitting overall 96.2% for the year that exceeds the benchmark of 85%. (See Paperwork Timeliness, Year End Summary chart below).

**PAPERWORK TIMELINESS
2015 Year End Summary**

Program	Quarter1 % On-Time	Quarter 2 % On-Time	Quarter3 % On-Time	Quarter 4 % On-Time
RESIDENTIAL	65%	86%	85%	77.7%
NORTH TEAM	93.8%	89.9%	91.9%	97.6%
SOUTH TEAM	98.5%	98.8%	98.1%	98.8%
*AGENCY WIDE	96.2%	95.2%	95.5%	97.8%

*These totals were calculated using actual data versus the percentages.

Residential Services (Phoenix and Stabilization):

Highfields reduced its residential capacity to two houses (24 students) in 2013 and continues with this model. The two house model allows for the reduction in referrals

experienced across the state and maintains a predictable financial impact on the agency.

Stabilization Outcomes are reported for 12 month and follow-up from January 1, 2014 – December 31, 2014 since all data is complete for that time period. Stabilization Outcomes are also reported for three months follow-up. Phoenix 12 month Outcomes are reported for January 1, 2014 – December 31, 2014 since all data is complete for that time period. Phoenix 6 month Outcomes are also reported for 2014.

Stabilization served 21 youth for 2014, an increase of 15 youth from 2013. Out of those 18 or 86% were successful upon leaving the program. Four youth were able to be contacted **at three months**. One youth had stayed out of trouble with no arrests, remained in the home, and was attending school.

Phoenix program served 47 youth for the 2014 calendar year and 36 youth or (77%) closed successfully. The year ending 2014 found documented scores for pre and post tests to show 100% improvement on youth’s grades while in the program.

Highfields residential population grew steadily in 2015 and finished with the third quarter at capacity. The residential program strengthened its substance abuse program hiring a master’s level consultant with the adoption of an evidence based curriculum. Highfields weekly treatment group now incorporates substance abuse treatment into its treatment model. Highfields continues to expand its efforts to plan for and actualize a community reintegrated service for youth released to their home communities by incorporating an emphasis on family treatment and collaboration with Ingham County Family Court.

CONSUMER SATISFACTION:

Consumer satisfaction is measured using surveys to assess basic satisfaction with personnel and services. The standardized surveys ensure anonymity. Surveys are provided at end of service. All surveys use a 5 point Lickert scale with 5 being high and 1 being low. Survey results follow:

COMMUNITY SERVICES		
2015 Client Satisfaction - 5 point scale (137 responses)		
Questions	Jackson	Lansing
I was treated with courtesy by the Highfields worker.	4.97	4.94
I feel the Highfields worker understood my needs.	4.95	4.94
The services I received from Highfields met my needs.	4.78	4.83

Highfields staff respected my language, race religion, ethnic background & culture.	4.99	4.93
I was involved in the planning of the Highfields' service I received.	4.93	4.83
I feel the goals in my treatment plan were achieved.	4.66	4.70
The Highfields staff worked with me to achieve my goals.	4.86	4.92
Overall, I am pleased with the services I received from Highfields.	4.93	4.95
Average Score	4.88	4.89
2015 Referring Worker Satisfaction - 5 point scale (129 responses*)		
Questions	Jackson	Lansing
The Highfields staff shared pertinent information with you concerning client's progress.	4.56	4.54
You received copies of progress reports in a timely manner.	4.45	4.48
You felt that the treatment needs of the client were addressed.	4.56	4.48
Overall you were satisfied with the services provided.	4.59	4.50
Average Score	4.54	4.50

* This number does not include LW's since there is no referring worker for Mental Health Cases

RESIDENTIAL		
2015 Stabilization Youth Satisfaction - 5 point scale (9 responses)		
Questions	Residential	
Your rights were respected in this program.	4.67	
The stay at Highfields was helpful to you.	4.89	
Your decision making skills have gotten better.	4.78	
You have learned new ways of dealing with people in authority.	4.60	
You have a better understanding of how thoughts and feelings affect your actions.	4.89	
You have learned new skills to deal with problems.	4.67	
Your living situation at Highfields was safe and clean.	4.22	
Average Score	4.67	
2015 Phoenix Youth Satisfaction- 5 point scale (12 responses)		
Your rights were respected in this program.	4.58	
The treatment program was helpful to you.	4.33	
You have a better relationship with your parent/guardian.	4.75	
Your decision making skills have gotten better.	4.73	
You have learned new ways of dealing with people in authority.	4.27	
You have a better understanding of how thoughts and feelings affect your actions.	4.36	
You have learned new skills to deal with problems.	4.18	
Your living situation at Highfields was safe and clean.	4.30	
Average Score	4.44	
2015 Referring Worker Satisfaction - 5 point scale (12 responses)		
Questions	Residential	
	Phoenix	Stab
Highfields staff shared pertinent information with you concerning clients	5.00	4.60
You received copies of progress reports in a timely manner.	5.00	4.60
You felt that the treatment needs of the client were addressed.	4.86	4.60

Overall you were satisfied with the services provided.	5.00	4.60
Average Score	4.96	4.60

FEEDBACK MECHANISMS:

Bright Future Newsletters were mailed to donors, vendors, contractors; other interested parties and posted on the agency web page three times to represent a winter, spring, and summer issue and also as an eNewsletter.

Highfields Highlights is an e-Newsletter posted to the Website Spring, Summer and Fall.

Directors Connection, written by Highfields President CEO, is sent to current and former Board Directors. This correspondence focuses on recent developments in the agency.

Annual Report was completed in August 2015 and distributed at our annual breakfast on October 29, 2015 and mailed to other stakeholders.

Bi-Monthly Updates are emails to staff and Board members written by Highfields President/CEO.

Highfields Dispatch an internal newsletter produced by Belle Black with written address from Highfields President CEO is emailed to all employees.

SUMMARY:

A few of the significant measures, findings, and accomplishments that affected Highfields this year are highlighted below and all have been addressed above in this report.

- ❖ **Highfields achieved accreditation by the Counsel on Accreditation (COA) through May 31, 2019.**
- ❖ **Highfields opened it's fourth office in Hillsdale County (p. 21).**
- ❖ **Highfields added one new program this year: Families Together Building Solution in Jackson and Hillsdale Counties. (p. 17).**
- ❖ **Families Together Building Solutions in Branch County expanded October 1, 2015.**

- ❖ **Multi Systemic Therapy in Livingston County renewed October 1, 2015.**
- ❖ **Breakthrough served 1,360 youth and 518 adults through a total of 35 different customers.**
- ❖ **Julie Duffey, Residential Intake Coordinator received the Carl J. Latona Distinguished Services Award.**
- ❖ **The Home Based Services program continues to be Highfields highest rate of growth (*see chart p.23*).**
- ❖ **Highfields awarded the Robert L. Drake Citizenship Award; the Highfields Partnership Award; and the Aldinger Scholarship (*p. 9*)**
- ❖ **Highfields minimum timeliness standard for reports is 85%. Programs averaged over 95% each quarter in 2015 (*see chart p. 23*)**
- ❖ **Residential Services continues to maintain a two house model.**
- ❖ **The Phoenix residential program has had a 77% success rate of youth remaining at home following discharge (*see chart p. 26*).**
- ❖ **The Phoenix residential program showed for all documented pre and post test scores a 100% improvement in grades.**

Copies of all plans and reports are available for review upon request.

Report Prepared By:

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