



CQI Year-End Report

2019

This report contains progress on the goals established for the continuous quality improvement (CQI) process as well as feedback on the various quality initiatives the agency established. Questions concerning this report should be directed to Becky Womboldt, Director of Quality & Education at BWomboldt@highfields.org

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CQI Year-End Report

2019

Table of Contents

CQI Purpose and Process	2
Goals	3
Planning	6
Stakeholders	7
External Quality Monitoring	10
Internal Quality Monitoring	16
Summary	24
Appendix: Glossary of Terms	26

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

CQI Process and Purpose

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. 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 standards, Michigan Department of Health and Human Services, corporate compliance regulations, and privacy and security guidelines.

The CQI Committee, led by the Director of Quality & Education, oversees the agency's quality initiatives and meets on a quarterly basis. The CQI Committee is

CQI Committee Meetings

January 24, 2019

April 18, 2019

July 18, 2019

October 24, 2019

comprised of representatives from many Highfields divisions and leadership. These include Residential Services, Community Services, Administrative Services, President/CEO, and Vice President.

This report covers calendar year 2019 and provides an overview of the activities of CQI initiatives and the agency.

The purpose of the CQI process is:

1. To insure the highest level of quality service provision to all clients.
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 action plans to ensure identified areas of need are addressed.
5. To oversee the change process to prevent reoccurrence of identified problems.
6. To effect systemic change where needed in response to identified concerns.

CQI Goals

Goals for 2019

1. Broaden the scope of individual and team involvement with CQI across the agency.
2. Support annual planning processes that advance Highfields' strategic goals.
3. Maintain paperwork timeliness at a minimum of 90%.
4. Follow up on CAPs to ensure ongoing adherence.
5. Provide support, assistance, and monitoring through the CQI Committee of compliance to contract requirements across programs.

Goals for 2020

1. Broaden the scope of individual and team involvement with CQI across the agency.
2. Support annual planning processes that advance Highfields' strategic goals.
3. Improve/maintain paperwork timeliness at an average of 90% across all programs in the agency.
4. Increase completion of outcome forms by 20% agency wide by reviewing internal agency processes.
5. Improve platform/policies/practices for telehealth, insuring compliance with FERPA/HIPPA standards.

Review of 2019 Goals

1. Broaden the scope of individual and team involvement with CQI across the agency.

Progress:

The CQI Committee made efforts to recruit meaningful involvement of other staff by reviewing quality improvement matters in regular leadership and team meetings, as well as the spring Agency Roundtable. During the period of time that the Director of Quality and Education position was vacant, members of the Highfields' leadership team were asked to highlight quality matters within their routine staff meetings. This was accomplished with varying degrees of success depending upon the specific teams. It would be appropriate to continue this

goal in 2020 as the new Director of Quality and Education may be able to identify additional creative ways to increase agency-wide involvement with CQI.

2. Support annual planning processes that advance Highfields' strategic goals.

Progress:

Annual planning processes did not proceed as initially designed due to planned changes to Highfields strategic planning process. Highfields currently hopes to host a strategic planning retreat in 2020, which will involve both Highfields' leadership and board of directors collaborating to update the agency's strategic plan. As part of or in response to the new strategic planning process, Highfields will also revise or strengthen annual planning processes. Once new processes have been established, the CQI Committee will continue to find ways to support their implementation.

3. Maintain paperwork timeliness at a minimum of 90%.

Progress:

Paperwork timeliness proved to be a point of difficulty across Community Services in 2019. Many factors contributed to this issue, including the crash of the previous database that housed this data, the lack of a useable replacement for a number of months, and glitches in implementation once the new database was functioning. Database issues caused some numbers to appear artificially low and others artificially high. Inconsistency led to further issues with staff having correct deadlines as well as making timeliness a low priority since the system did not work well. Throughout these many trying barriers, the Quality team and CQI committee were tireless in their efforts to find a solution. At this point, numerous efforts have been taken or are planned to target low timeliness and incentivize performance in 2020.

4. Follow up on Corrective Action Plans (CAPs) to ensure ongoing adherence.

Progress:

There were efforts made to follow up on CAPs to ensure ongoing adherence however it was not consistent across the agency. The CQI committee took the lead in creating a FTBS workgroup in an effort to increase FTBS units across the organization to achieve the benchmark of 3.0 hours of direct service per week in all counties on a consistent basis to comply with contract requirements. The workgroup also implemented strategies to increase timeliness of reports to 90% or above in order to meet Highfields expectations.

There were some barriers to consistently ensuring ongoing adherence to the FTBS Quality Improvement Plan along with other CAPs across the agency. During the transition of the Director of Quality & Education, this position was vacant for nearly 8 months leaving much responsibility on the CQI committee who was not equipped to deliver the oversight necessary. Now that the Director of Quality & Education position has been filled, there will be more consistent follow up on CAPs to ensure ongoing adherence.

5. Provide support, assistance, and monitoring through the CQI Committee of compliance to contract requirements across programs.**Progress:**

The CQI Committee reviewed several contract compliance concerns including timeliness issues described previously, ensuring staff meet with clients according to the minimum amount prescribed by program, any potential licensing concerns, as well as other issues as necessary. As needed, the committee created or broke into work groups to target specific issues, such as contract compliance within Families Together Building Solutions and overall timeliness within Community Services. The CQI Committee will continue to prioritize the monitoring and support of contract compliance moving forward.

Planning

Long Term

The Highfields Board of Directors and Senior Leadership Team updated the Five Year Strategic Plan in spring and summer of 2017. A copy of the plan is available on the Highfields website. The overall goals of the Five Year Plan include:

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

The Board, board committees, and Senior Leadership Team continue to attend to the goals and priorities outlined in the plan during regular meetings to monitor progress. In the fall of 2018, the template of the Strategic Plan was adjusted to include collateral information suggested by COA's best standards; however, none of the content of the plan was changed.

In the fall of 2019, Senior Leadership began to establish a plan to alter the strategic planning process, beginning with a planned retreat between Highfields' Leadership and the Board. The summit is tentatively scheduled for the summer of 2020.

Short Term

On an annual basis, Highfields staff and supervisors participate in planning activities to integrate the priorities of the strategic plan and current needs of the community into the agency's programs. Annual goals are formed based on feedback from staff at the Agency Roundtable meeting, information from the CQI Year-End Report, the results of any audits/monitoring activities, and current needs and conditions of the communities Highfields serves.

The Director of Quality & Education compiles the goals and strategies for approval by Senior Leadership.

A new annual plan based on these procedures was adopted in December 2018. Progress toward goals were reviewed and monitored by the CQI Committee at their quarterly meetings. However, a new annual plan was not updated in December of 2019 due to the planned changes in Highfields' strategic planning

process. An updated plan is expected in response to the new strategic plan, currently scheduled for completion in summer 2020.

Stakeholders

Stakeholders are involved in the CQI process through a variety of mechanisms including work groups, surveys, social events, board meetings, board committee meetings, and CQI initiatives. The following stakeholder events took place in 2019:

Employees

- Agency Roundtable meetings occurred on May 8th and October 9th in Onondaga. Staff was recognized for two, four, and six year service awards. Agency wide updates and trainings were provided. Training topics included annual mandatory trainings, quality and wellness in the workplace.
- Community Services Roundtable meetings for North (Lansing & Livingston Offices) and South (Jackson & Hillsdale Offices) Teams were held February 13th and June 26th in Onondaga. The meetings provided training on Cultural Competency and Diversity, Client Engagement, Secondary Trauma, and opportunities for networking across programs. Community Services updates were also reviewed.
- Residential Services held monthly staff meetings as well as quarterly Staff Forums.
- Administrative staff held regular staff meetings according to their team schedules, usually monthly or bi-monthly.
- Standing committees with employee participation continued to meet:
 - Safety Committee on 3/15, 6/14, 9/13, 12/13.
 - Wellness Committee on 1/14, 2/5, 3/5, 4/9, 5/6, 6/11, 7/9, 8/6, 9/10, 10/8, 11/5, and 12/3.
- The Employee Recognition Luncheon was held February 15th at The Hannah Center to celebrate all staff and their achievements. Several staff were honored for the following specific awards:
 - 8 Year Dedication Award
 - Christopher Robinson
 - Eric Moor
 - Rebecca Gibson

Carl J. Latona Distinguished Service Award

This award was established in 2012 and is given annually to an employee, nominated by his/her peers, who has exhibited the four major characteristics exemplified by Carl: integrity, passion for helping others, perseverance, and an uncompromising commitment to “doing the right thing.”

- Dana Dicken
 - Erika Phillips
 - 10 Year Caring Award
 - Redell Hartley
 - Sharlein Rose
 - Keanna Mendez
 - Catherine Baughey
 - 30 Year Appreciation Award
 - Jill Clark
 - Carl J. Latona Distinguished Service Award
 - Tania Moore
- The Employee Satisfaction Survey was administered in February-March. Results were reviewed and discussed at Leadership and Board meetings, as well as with all staff at the May Roundtable meeting. Results are available for review upon request.

- The employees periodically receive newsletters, including “Highfields Dispatch,” “Highfields Highlights” and “Bright Futures”.

Board Members

- Board members participated in bi-monthly board and board committee meetings. Notes from all meetings are maintained in a file at the Onondaga Campus. Board committees include: Program, Fund Development, Personnel and Finance, Building and Sites, Executive and Endowment Committees.

- Board Chairperson Jeff Hertrich and President/CEO Brian Philson chaired the 2019 Board Orientation on June 5th to familiarize new board members to the board manual and workings of the agency.

- Highfields Annual Meeting of the Board of Directors was held on April 24th at the University Club. Past, present, and new board members as well as staff participated. The following awards were also presented at the event:

- The Robert L. Drake Citizenship Award
 - Mark Emmert
- The Highfields Partnership Award
 - Joe D Pentecost Foundation

- Aldinger Scholarship Awards

- Sandra DeVoe
- Stephen Fedewa
- Aliyah Henderson
- Samantha Hopkins
- Jenny Lam
- Jorge Morejon
- Rusty Patterson
- Jarod Taylor
- Emily Thompson
- Kayla Thompson
- Autumn Trumpey
- Darci VanWormer
- Regina Veneklase
- Christopher Webb
- Abraham Weck
- Trevor Willard
- Sarah Williams

Donors

- Donors and key stakeholders were mailed the Highfields Annual Report. It was also distributed to staff and made available on the Highfields website.
- The 39th Annual Golf Outing originally scheduled for June 10th was rescheduled to July 29th due to rain and flooding. Despite the change in date, the event was sold out and attended by donors, board members, staff, and other members of the community. The fundraiser, which included a live auction to support camperships for children involved in Highfields' counseling and support programs, was a great success.
- The Garden Gala was held on July 25th at Ingham Academy to highlight Highfields work and show appreciation to donors. The Gala included tours of the garden at the Ingham County Family Center, which Ingham Academy and Evening Reporting students have the opportunity to help cultivate.
- Highfields' annual Strengthening Families Breakfast took place on October 19th at the Kellogg Center. Close to 400 people attended and learned about Highfields' programs and the difference made to families. The 2019 Strengthening Families Breakfast was the most successful to date!
- In November-December, WLNS Channel 6 in conjunction with area Ford dealerships again hosted a holiday toy drive to benefit Highfields' clients. Hundreds of gifts were distributed to youth and families participating in Community Services and Residential Services in time for Christmas.

Referral Agencies

- Site visits and audits of case files took place during the year.
- Results of the audits and any subsequent CAPs are available as needed. All CAPs 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 services. Overall results for referring worker satisfaction surveys indicated that Highfields exceeded the 4.5 benchmark score on a 5 point scale. Actual scores are available in the Internal Quality Monitoring section of this report.

Clients

- Clients were asked to complete satisfaction surveys at the end of services. Overall results for client satisfaction surveys indicated that Highfields exceeded the 4.5 benchmark score for the South Team and were slightly under benchmark with 4.36 for the South Team. Actual scores are available in the Internal Quality Monitoring section of this report.
- The annual Thanksgiving Dinner was held at the Onondaga campus on November 21st. Residential students, staff, donors, and board members attended with their families.

Community Members

- Meetings with the Onondaga Neighborhood Watch occurred on February 21st, June 20th, and September 19th. Participation in the meetings was low for the June and September meetings. Plans to provide reminders prior to the meetings will be implemented in 2020 in an attempt to increase participation of community members.

Client Advocates

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

External Quality Monitoring

Due to the wide variety of services that Highfields offers, the agency undergoes regular reviews, audits, and investigations by a range of external parties each year.

Licensing

Highfields holds various licenses and credentials for its range of programs and services. In 2019, Highfields successfully completed its reaccreditation through the National Council on Accreditation (COA). The agency is reaccredited through May 31, 2023. No corrective plans were recommended at the time of reaccreditation. COA did, however, provide a list of areas for opportunities, and it is available upon request. The agency is committed to continuing to uphold COA standards in all the work that it does.

Residential Services

Highfields holds a license with the Division of Child Welfare Licensing (DCWL) through the State for its residential programming. Regular reviews and audits occur, as well as investigations for alleged licensing violations. If a violation includes any allegations of abuse or neglect, it will also be investigated by Children's Protective Services (CPS). DCWL and CPS often investigate residential complaints in coordination with each other and may conduct joint interviews. However, they file separate reports and recommendations.

An interim licensing inspection occurred on September 24, 2019. The result was largely positive, with most areas in compliance. One staff member file held three reference forms: two were completed, one was blank. Three of three case files were missing parent signatures. Two resident files were missing parental signatures on treatment plans and one file, while having the signature, did not obtain it within 30 days. Although this requirement was not met, it is noted that efforts were made by the facility. The facility documented that treatment plans were mailed to parents/guardians upon completion. However, there was difficulty in obtaining signatures within the required timeframe due to incarcerated and non-visiting parents. A CAP was submitted to address the two issues. In 2019, there were three special investigation reports from licensing. CAPs were submitted for each of the instances and they were in turn accepted by licensing.

Community Services

Highfields last provided credentialing information to LifeWays in summer 2019 and retains full credentialed status with LifeWays Community Mental Health to provide Home-Based, Multi-Systemic Therapy, Outpatient, Parenting Wisely, Wraparound, and Case Management. LifeWays is moving to an electronic credentialing software in the next year, that will allow Highfields to keep credentialing information up to date as it changes instead of on an annual basis. Highfields also maintains full credentialed status with Lenawee County Community Mental Health Authority (LCMHA) to provide the Family Preservation Program, and this is updated on an annual basis.

Reaching Higher

The Reaching Higher afterschool program requires licensing as a Child Care Center through the state of Michigan. In 2019, the Pleasant View license was closed due to the school site being closed. The license at our newer site, North School, became permanent. Hunt, Townsend, daVinci and Springport licenses were renewed without findings. License renewals are done every two years and Attwood, Dwight Rich, and Gardner are due to be renewed in 2020.

Audits and Case Readings

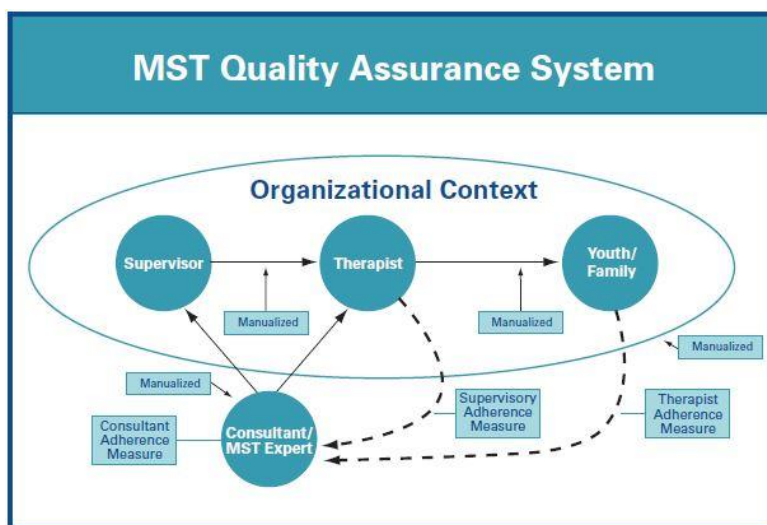
Many Highfields programs are formally audited or have case readings with the various contract holders and authorities providing oversight for the services. Below is a summary of program audits and case readings that external sources completed with Highfields during the 2019 calendar year.

Residential Services	
Phoenix Program (Bridgeway Clients)	Findings: A CAP was required based on four areas where documentation was missing or unclear. The CAP was written and accepted well ahead of the due date.
Reviewer: Bridgeway Services	
Date: September 12, 2019	
CAP Required: Yes	
Prison Rape Elimination Act (PREA) Compliance Check	Findings: Highfields continues to be compliant with all PREA requirements.
Reviewer: PREA Juvenile Program	
Date: July, 2019	
CAP Required: No	
Interim Inspection	Findings: A CAP was required based on two areas where documentation was missing or unclear. The CAP was written and accepted.
Reviewer: MDHHS	
Date: September 24, 2019	
CAP Required: Yes	
Community Services	
South Team	
FTBS (Branch)	Fidings: Reviewer made recommendations to document specific dates and forms in the case files.
Reviewer: MDHHS	
Date: January 9 & 16, 2019	
CAP Required: No	

In addition to audits of specific programs, Highfields also undergoes an annual financial audit, known as the A-133 audit. This was completed in the summer of 2019. The subsequent audit report is available upon request or directly on Highfields website.

MST

Multi-Systemic Therapy, which Highfields offers in Livingston, Jackson, and Hillsdale counties, is an evidence-based model that provides its own Quality Assurance System through MST Services. MST Services works with agencies delivering MST to structure a system within which programs will be faithfully carried out. Its Quality Assurance System provides multiple layers of clinical support, program support, and ongoing feedback to ensure that providers faithfully implement MST.



Fidelity of the model is tracked weekly through group (team) supervision, weekly consultation (with the MST Expert), and weekly summary completion. Additional tracking mechanisms include observation and/or recording of MST sessions to provide the therapist with

immediate feedback; monthly calls to each family from a call center to complete a Therapist Adherence Measure (TAM) to track therapist behavior; a Supervisor Adherence Measure (SAM), completed bi-monthly by therapists to track supervisor behavior; and a Consultant Adherence Measure (CAM) completed by the team bi-monthly to track consultant behavior. Results are tracked and collectively shared with the greater MST professional community.

All new hires attend a 5-Day Training of MST. On a quarterly basis, teams are provided MST Booster trainings to target team needs and enhance skill sets in the delivery of MST. Bi-annually, Program Implementation Reports (PIR) are developed/updated and delivered to key stakeholders to provide a review of the team's implementation of MST. Copies of the PIR are available upon request.

Reaching Higher

Highfields contracts with an external evaluator to assist in a thorough review of its Reaching Higher 21st Century Community Learning Centers program each academic year. In October 2019, Oseela Nadine Thomas, PhD of Eval Global Solutions, LLC authored a report entitled *Highfields Reaching Higher Final Evaluation Report*, which includes data, analysis, and recommendations for the program. Copies of the full report are available upon request. Key findings are adapted from the report and summarized below:

“Reaching Higher is making a positive difference in the lives of young people that could impact their successes in life in the longer term. These results are extremely promising.”

- Reaching Higher continues to excel at enrollment. As of June 19, 609 youths were enrolled at the program, of which 409 were considered “active” and 350 were considered “regular” participants.
- When considering all Reaching Higher youths, 45% participated in the program 60 days or more, which is a slight improvement from last year's rate of 39 percent. Among active youths, 55% participated 60 or more days, which is similar to last year's rate of 57 percent.
- The current finding on enrollment demonstrate that both youth and parents/families were enrolled and actively engaged in a number of Reaching Higher academic and enrichment activities including Language Arts, Math, STEM, Sports, Educational Games, Family Nights and Special Events.
- The finding revealed that parents were satisfied with Reaching Higher and reported several benefits that they and their children gained from participating at the program. For example, 86% reported that Reaching Higher provides constructive after-school activities for their child. Ninety-five percent believed that their child is safe in the program. Seventy-two percent reported that their child had gotten the help and support that they need in their academic work.

The report also made the following recommendations to improve or sustain best practices and outcomes:

- Leadership and staff at Gardner and North further investigate concerns and devise solutions to participant retention
- Help afterschool staff build connections with teachers, principals and other school staff
- Help afterschool staff learn to manage challenging students

Internal Quality Monitoring

Risk Management Review

Each quarter, a Risk Management Review form is completed with data from across the agency for review at the CQI Committee meetings. The reports include: physical interventions, licensing or contract complaints/investigations, client grievances, critical incidents, environmental risks, dispensing of medications, and staff accidents, grievances, and turnover. Individual teams and supervisors review these incidences when they occur, while the CQI Committee reviews the compiled data on a quarterly basis.

The Risk Management Review form was updated in spring of 2017 to encourage more critical thinking and review of incidents when they occur. This helped to facilitate further conversation of risks during CQI Committee meetings. Copies of the Risk Management Review are available upon request.

Case Record Reviews

Case records are regularly reviewed internally in a variety of ways:

- Supervisors in each program read and edit formal reports prior to entering them into the record.
 - In some contracted programs, supervisors are required to formally review a certain number of cases from each staff.
- Administrative assistants review cases for necessary documentation at case opening, monthly or bi-monthly billing, and periodic audits. All records are reviewed at case closing.
 - The closing process is currently under review to ensure that trends identified during the record review are communicated.
- Clients and/or their guardians are provided copies of most reports pertaining to their care. They have the opportunity to review their progress and reports with their assigned Highfields worker.

In addition to these regular reviews (North Team/South Team/Residential as well as reviews by Dir Q&E in preparation for audits and random sampling), during the closing process, cases are reviewed for missing paperwork, proper documentation, and to ensure HIPAA compliance. The following summarizes the formal case record reviews completed each quarter; copies of the Case Record Review Quarterly Report are available upon request:

Program:	# of Cases:	Reviewer(s):	Date:
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Quarter One			
FTBS - Jxn/ Hillsdale/ Branch	20	Tania Moore/ Lara Hewson	1/18 - 3/21/19
MST - Jackson / Hillsdale	13	Tania Moore/ Lara Hewson	1/18 - 3/28/19
FRP - Branch/ Calhoun	6	Tania Moore/ Lara Hewson	1/18 - 3/28/19
HB - Jackson / Hillsdale	40	Tania Moore/ Lara Hewson	1/18 - 3/28/19
FPP- Lenawee	8	Tania Moore/ Lara Hewson	1/19 - 3/28/19
OP - Jackson / Hillsdale	11	Tania Moore/ Lara Hewson	1/29 - 3/28/19
OR - Jackson / Hillsdale	4	Tania Moore	1/29 - 3/22/19
CM - Jackson / Hillsdale	13	Tania Moore/ Lara Hewson	1/29 - 3/22/19
WA - Jackson / Hillsdale	2	Tania Moore/ Lara Hewson	1/29 - 3/21/19
Phoenix	5	Julie Duffey	2/13 - 3/28/19
Parenting Wisely	1	Tania Moore/ Lara Hewson	3/22/2019
FRP - North Team	3	Heather Ladd	3/18/19
FTBS - North Team	6	Jorden McCord & Dave Leese	2/4 - 2/25/19
YFa	1	Heather Ladd	2/14/2019
FMP	1	Heather Ladd	unknown
Quarter Two			
Outreach - North Team	1	Heather Ladd	4/10/2019
Phoenix	10	Julie Duffey	4/11 - 6/21/19
Stabilization	3	Julie Duffey	4/16 - 6/21/19
Home-Based	33	Becky Sunkle & Tania Moore	4/10 - 6/21/19
Case Management	15	Becky Sunkle & Tania Moore	4/10 - 6/21/19
FRP - Calhoun/ Branch	7	Becky Sunkle & Tania Moore	4/10 - 6/21/19
MST - Jackson/ Hillsdale	9+	Becky Sunkle & Tania Moore	4/10 - 6/21/19
FTBS - Jackson	12	Becky Sunkle & Tania Moore	4/10 - 6/20/19
FTBS - Hillsdale	3	Becky Sunkle & Tania Moore	4/10 - 6/20/19
FTBS - Branch	6	Becky Sunkle & Tania Moore	4/10 - 6/20/19
WA - Jackson / Hillsdale	4	Becky Sunkle & Tania Moore	5/13 - 6/21/19
FRP - North Team	2	Heather Ladd	5/20/2019
FMP - Eaton	2	Heather Ladd	5/20/2019
Outpatient	3	Tania Moore	5/21 - 6/20/19
YFA	1	Heather Ladd	5/21/2019
Outreach	3	Tania Moore	5/22 - 6/13/19
FTBS North Team	4	Dave Leese & Heather Ladd	5/25 - 5/30
Parenting Wisely	3	Tania Moore	6/13/2019

Quarter Three			
Phoenix	11	Julie Duffey	7/1/19 – 9/20/19
FRP, OR, FMP, YFA – North Team	6	Heather Ladd	7/09/2019
Stabilization	3	Julie Duffey	7/23/19 – 9/20/19
OP - Jackson/ Hillsdale	6	Becky Sunkle	7/2/19 – 8/19/19
CM - Jackson / Hillsdale	7	Becky Sunkle	7/2/19 – 8/19/19
HB - Jackson / Hillsdale	12	Becky Sunkle	7/2/19 – 9/25/19
FTBS – South Team	11	Becky Sunkle	7/10/19 – 9/25/19
MST – South Team	10	Becky Sunkle	7/10/19 – 9/25/19
Outreach – South Team	2	Becky Sunkle	7/10/2019
FPP - Lenawee	7	Becky Sunkle	8/9/19 – 9/25/19
FPP - Lenawee	6	Lenawee CMH	8/15/2019
FRP - Calhoun/ Branch	8	Becky Sunkle	8/9/19 – 9/25/19
Wraparound Jxn/ Hillsdale	2	Becky Sunkle	9/05/2019
Quarter Four			
Phoenix	12	Julie Duffey	10/28 – 12/31/19
FRP, OR, FMP, YFA – North Team	4	Heather Ladd	11/16/2019
Stabilization	2	Julie Duffey	10/28 – 12/31/19
OP - Jackson / Hillsdale	8	Becky Sunkle	10/10 – 12/16/19
CM - Jackson / Hillsdale	9	Becky Sunkle	10/03 – 12/16/19
HB - Jackson / Hillsdale	20	Becky Sunkle	10/03 – 12/16/19
FTBS – South Team	23	Becky Sunkle & Tania Moore	10/03 – 11/19/19
MST – South Team	5	Becky Sunkle	10/17 – 11/25/19
Outreach – South Team	5	Becky Sunkle	12/16/2019
FPP - Lenawee	5	Becky Sunkle	10/4 – 12/16/19
FRP - Calhoun/ Branch	5	Becky Sunkle	11/19/ - 11/25/19
Wraparound Jxn/ Hillsdale	5	Becky Sunkle	10/03 – 11/19/19
Parenting Wisely	1	Becky Sunkle	12/16/2019
HB 0-3	3	Becky Sunkle	10/04 – 12/16/19

Overall, reviews revealed /positive trends in case documentation. As any concerns or trends were revealed, the Director of Quality & Education met with supervisors and teams to review strengths and weaknesses discovered in case records. Ongoing collaboration continues to address any continuing concerns and recognize areas of excellence.

Outcomes

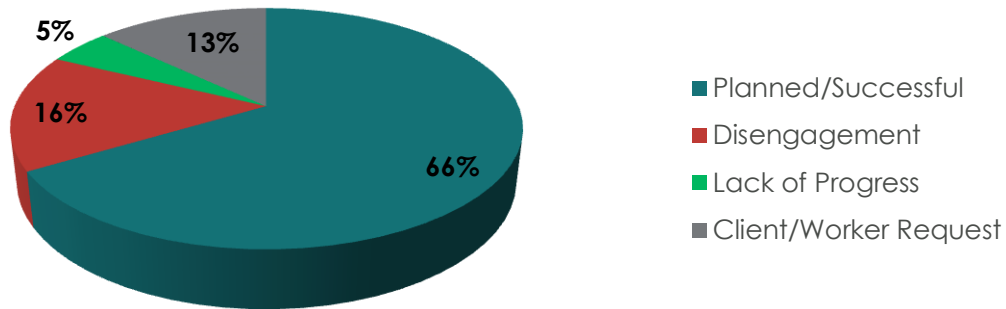
All Highfields programs collect data when cases close to track progress and better understand the strengths and barriers that affect case closure. Discharge data in this report covers cases closed in the 2019 calendar year. Highfields also collects follow up data at 6 and 12 month intervals. This report includes any follow-up contacts for cases that closed in the 2019 calendar year, as data collection for 2020 will continue throughout the current year.

Community Services Discharge Data

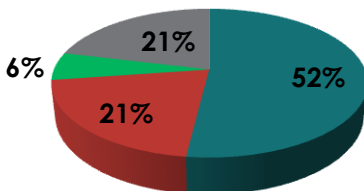
The majority of Community Services cases close successfully, meaning the client or family has substantially met some or all of their goals and a plan was made for discharge. In cases where they are not marked “successful,” the reason for discharge is sorted into three possible categories:

- **“Client Disengagement”** – the client stopped meeting and did not respond to attempts to contact by phone, mail or in person
- **“Lack of Progress”** – there was insufficient progress despite best attempts within program parameters; this may also include when a case closes because a higher level of intervention became necessary
- **“Client/Worker Request”** – the client, family, or referring worker has requested to end services for any reason

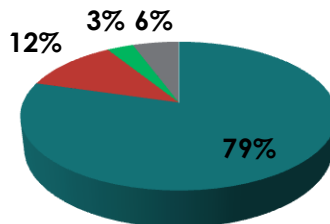
All Community Services
636 cases



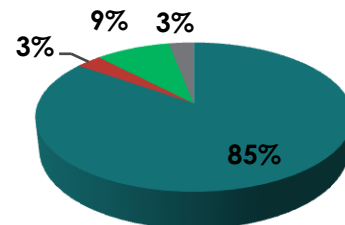
CMH Contracts



DHHS Contracts



Court Contracts



The above charts demonstrate reasons for discharge in all Community Services programs. Sixty-six percent of all Community Services cases were successful at the time of discharge; this is comparable to past years. Also similar to past years, cases contracted through MDHHS and the Courts close successfully at a higher rate than cases contracted through Community Mental Health (CMH) Authorities. Typically cases referred through MDHHS and the Courts face added pressure to complete services than CMH services that are entirely self motivated. However, the rate of successful discharges in CMH dropped 7% and the rate of clients disengaging from services remained the same. There are many factors that may impact these numbers, such as turnover in staff, difficulty engaging clients, and targeting capacity by closing cases that are not engaged. It is also important to note that the rate of Court contracted cases that were successful at discharge increased from 71% to 85%.

Based on discharge data from last year, Highfields made efforts to increase engagement strategies in CMH cases. This included addressing engagement at staff meetings and supervision and providing professional development on client engagement. It appears, however, that this continues to be an opportunity for growth. Quality personnel are exploring ways to measure discharge data ongoing throughout the year to allow staff and supervisors to explore barriers as they arise, rather than at the end of the year. Community Services leadership are also targeting employee recruitment and retention in attempts to prevent staffing issues from affecting client engagement.

CAFAS Scores

CAFAS stands for Child and Adolescent Functional Assessment Scale. It is a standardized assessment for school-aged children and youth that determines functional impairments across a range of subscales. Most of the program contracts Highfields holds with LifeWays are required to administer the CAFAS at case opening, every three months, and discharge. The following table compares the initial assessment to the most recent assessment and includes both open and closed cases for the 2019 calendar year.

Program	HB	MST	WA	All
Average Improvement in Total Score	24	39	16	26
Improvement in 1 or More Outcome Indicators	61%	82%	56%	66%
Total Number of Cases	96	49	18	163

CAFAS Outcome Indicators include Meaningful and Reliable Improvement (decrease of 20pts or more), no Severe Impairments (when compared to intake), and Pervasive Behavioral Impairment (defined as severe or moderate impairment on School, Home, and Behavior subscales). LifeWays benchmark for Home-Based cases in this area is 60%. All programs with the exception of Wraparound exceeded expectations in this area. The CAFAS scores for the Wraparound program decreased from 82% in 2018 to 56% in 2019. During this time period there was a dramatic increase in SED Waiver Wraparound cases which are a higher intensity of cases in addition to a lack of sustainable services in the community. The Wraparound team continues to work diligently to search for and coordinate with sustainable services in the community to assist families; therefore improving the CAFAS scores.

Follow Up Data

All Community Services cases that close successfully are contacted at 6 and 12 months to follow up on their progress; a small number of programs also attempt follow up at 3 months per their contract requirements. Although attempts are made for all successfully discharged cases, not all clients respond, or some who do decline to provide information. If a client cannot be contacted or requests not to be contacted, they are removed from any subsequent contact lists. As a result, the sample size at 12 months may be smaller. The table below illustrates post-discharge trends among families Highfields was able to contact.

Follow Up: Community Services Discharged in 2018				
Time Frame	3 mo.	6 mo.	12 mo.	Avg/Total
Client/Family experienced success	100%	94%	92%	95%
Client still resides at home	92%	95%	92%	93%
No reported legal or protective service involvement	92%	93%	84%	90%
Total Number of Respondents	13	44	12	69

The vast majority of cases that closed successfully and engaged in follow up contacts provided information that indicated they have continued to experience success since Highfields services ended. Even 12 months after discharge, 92% of respondents reported they have experienced success and the child still resides in the home. While these numbers are encouraging, we would like to increase our number of respondents. The agency is looking at options to make delivery of the survey easier for clients in an effort to increase the response rate in 2020.

Residential Services Discharge Data

In 2019, Residential Services discharged a total of 53 cases, with 41 in the Phoenix program and 12 in the Stabilization program. The reason for closing is collected at discharge and is categorized as either positive or negative. Positive reasons include: Graduation, Release, and Court De-escalation. Negative reasons may include: State Termination, Administrative Termination, AWOL (eloping) from Campus, and AWOL (eloping) from a Home Visit.

The Stabilization program had an 83% rate of successful discharges, with all of those students returning to a family setting.

68% of discharges from the Phoenix program were positive, with all of those students returning to a family setting or living independently.

Follow Up Data

Residential Services attempt follow up contact with successfully discharged cases at 3, 6 and 12 months. Like Community Services, not all clients respond. This, combined with the smaller sample size of cases, results in lower numbers of responses.

A total of 7 responses were received across both Phoenix and Stabilization for 3, 6 and 12 month follow ups. Significant outcomes include:

- 50% self-reported experiencing success 3 months post discharge
- 50% self-reported experiencing success 12 months post discharge
- 33% had not been adjudicated or convicted within 6 months

Follow up data for Residential Services was subject to some of the same database problems that existed in Community Services. The agency is implementing processes to increase the number of responses to gather a better data sample.

"I don't know where our family would be without help from Highfields. They helped change our lives."

-Anonymous

Satisfaction Surveys

Highfields distributes surveys at the end of services to measure both client and referring worker satisfaction with Highfields services. Client surveys are completely anonymous. All surveys utilize a five point Likert scale, with one being the lowest possible score and five being the highest possible score. The benchmark for satisfaction surveys is an average score of at least 4.5, and data suggests that this was met across the large majority of programs. The following results represent all survey responses received during the 2019 calendar year:

Satisfaction Survey Results 2019		
COMMUNITY SERVICES	# Responses	Average Score
Clients (South Team)	61	4.63
Clients (North Team)	31	4.36
Referring Workers (South Team)	50	4.68
Referring Workers (North Team)	10	4.76
RESIDENTIAL SERVICES	# Responses	Average Score
Clients	32	4.61
Referring Workers	33	4.56

Timeliness

Highfields measures report timeliness across programs in a quarterly Scorecard. The Scorecard is typically reviewed in CQI Committee, Senior Leadership, and Leadership meetings. It is available upon request. In 2016, the agency wide timeliness benchmark was raised from 85% to 90%, due to repeated high performance in this area. The following rates were achieved in 2019:

DIVISION	QTR 1	QTR 2	QTR 3	QTR 4	2019 AVG/TOTAL
Residential	97.1%	95.1%	94.4%	89.1%	93.9%
North Team	81.5%	86.6%	76.7%	76.4%	80.3%
South Team	81.4%	73.7%	65.2%	60.1%	70.1%
Agency Total	83.7%	79.5%	69.9%	65.5%	74.7%

The Agency's overall total decreased significantly from 92.2% in 2018 to 74.7% in 2019.

Many factors contributed to this issue, including the crash of the previous database that housed this data, the lack of a useable replacement for a number of months, and glitches in implementation once the new database was functioning. Database issues caused some numbers to appear artificially low and others artificially high. Inconsistency led to further issues with staff having correct deadlines as well as making timeliness a low priority since the system did not work well. Throughout these many trying barriers, the Quality team and CQI committee were tireless in their efforts to find a solution. At this point, numerous efforts have been taken or are planned to target low timeliness and incentivize performance in 2020.

Highfields standard of 90% report timeliness will continue into 2020 in effort to support all programs in reaching the benchmark.

Summary

Highfields achieved several accomplishments in 2019 and remains committed to the CQI process, as reflected in this report. The database that was launched in spring of 2018 went live during 2019 which brought both advances and challenges. The agency continues to work diligently to overcome barriers of the database to assist staff in using it to effectively provide the data intended. In 2019, Highfields successfully completed its reaccreditation through the National Council on Accreditation (COA). The agency is reaccredited through May 31, 2023.

The agency experienced some changes in services, including in the North Team, the loss of Ingham FTBS and the growth of the new Clinton Advanced Early Impact and Gratiot Parent Coaching programs. Reaching Higher also lost the Leslie Afterschool program. Leadership will continue to monitor and adjust to ensure Highfields continues to offer the highest quality services to all.

Highfields continues to provide numerous opportunities to engage with stakeholders. In particular, Highfields works to recognize the accomplishments and contributions of clients, staff, and donors at its Annual Board Meeting, Strengthening Families Breakfast, and Employee Recognition Banquet.

In the past year, a focus of the CQI Committee was to support quality initiatives during a time of transition. The previous Director of Quality & Education took over as Director of Community Services in March 2019. Highfields' Billing Specialist provided interim support for quality initiatives during the transition and was promoted to Billing and Quality Specialist in December 2019. The new Director of Quality & Education began on November 1, 2019.

Any questions, comments, or requests for additional information related to this report can be directed to the Director of Quality & Education at BWomboldt@highfields.org.

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Appendix: Glossary of Terms

A-133: a type of financial audit required of all organizations that expend at least \$500,000 in federal funding. Highfields undergoes this audit annually due to contracts that are partially or wholly federally funded.

CAP – Corrective Action Plan: a plan written and implemented to address quality and performance concerns identified by internal monitoring or external audit or investigation.

CM – Case Management: Highfields program contracted through LifeWays to coordinate services for eligible children diagnosed with Autism Spectrum Disorder.

CMH – Community Mental Health: a local, county-based authority, established by Michigan State Law, which acts as the gatekeeper of the public mental health system. Highfields currently holds contracts with the Community Mental Health Authority of Clinton, Eaton, and Ingham Counties (CEICMH), LifeWays Community Mental Health, and Lenawee Community Mental Health Authority (LCMHA).

COA – Council on Accreditation: the national accrediting body, through which Highfields has been accredited for several years.

CQI – Continuous Quality Improvement: philosophy and process through which quality is a consistent focus throughout an organization, with an emphasis on constant opportunities for improvement.

DCWL – Division of Child Welfare Licensing: division of MDHHS in charge of licensing for child welfare; this includes the license Highfields holds for its residential programming.

FMP – Family Maintenance Program: in-home counseling service offered to families involved with CPS or foster care through an MDHHS contract in Eaton County.

FPP – Family Preservation Program: intensive mental health services provided to children 0-17, who have a diagnosed serious emotional disturbance and severe functional impairments. Services are provided in the families' homes and communities through a contract with Lenawee Community Mental Health Authority.

FRP – Family Reunification Program: an MDHHS contracted program for intensive, in-home services, intended to support families whose child(ren) are being returned home from foster care placement. Highfields currently offers this in multiple counties in both North and South Teams.

FTBS – Families Together Building Solutions: family-centered counseling offered in the clients' homes and communities to prevent out of home placement. The program is contracted through MDHHS, and Highfields offers it in several counties.

HB – Home-Based Therapy: intensive mental health services provided to children 0-17, who have a diagnosed serious emotional disturbance and severe functional impairments. Services are provided in the families' homes and communities through a contract with LifeWays.

INS – Insurance: mental health therapy for children 0-17 that is billed directly to the clients' insurance company rather than through a specified contract. Highfields offers this in both the North and South Teams.

LifeWays: the community mental health authority for Jackson and Hillsdale Counties. Highfields holds multiple contracts for children/family mental health services with LifeWays.

MDHHS – Michigan Department of Health and Human Services: this department formerly consisted of the Michigan Department of Community Health (MDCH) and the Department of Human Services (DHS) before they combined in 2015. Highfields holds multiple contracts with MDHHS to provide services to children, youth, and families.

MiSACWIS – Michigan Statewide Automated Child Welfare Information System: a statewide electronic record system to automate case management of child welfare and juvenile justice services.

MST – Multi-Systemic Therapy: evidence-based, intensive family- and community-based treatment that focuses on addressing all environmental systems that impact chronic and violent juvenile offenders. Highfields offers MST in Livingston and Washtenaw Counties through the court system and in Jackson/Hillsdale counties through LifeWays.

OP – Outpatient: Brief mental health therapy provided in office or in the client's home. In this report, this refers specifically to Highfields Outpatient services offered through the LifeWays network in Jackson and Hillsdale Counties.

OR – Outreach: a brief, in-home counseling contract with MDHHS; referrals come from CPS or Foster Care workers seeking services for children and families. Highfields currently offers this in several counties across North and South Team.

PE – Parent Education-Home Based: new in 2017, in-home parenting education program offered through an MDHHS contract in Ingham County.

PW – Parenting Wisely: an evidence-based, brief parent-education curriculum based on a series of videos and workbook assignments. It is currently offered in Jackson and Hillsdale Counties under a LifeWays contract.

Reaching Higher: fun and engaging afterschool program that reinforces academic learning targeting Math and Reading, while also giving opportunities for homework help and introducing students to new skills. It is funded through 21st Century Community Learning Center grants provided through the department of education and is being operated in seven different school districts in Ingham and Jackson Counties.

WA – Wraparound: an evidence-based planning process that results in an individualized set of services and supports for children and families with severe and multiple needs. Services and supports are developed through a team approach to work together toward a common mission. Highfields offers Wraparound in both North and South Teams through multiple contracts.

YFA – Youth and Family Alternatives: a court-referred anger management program for juvenile offenders and their families in Ingham County.