

## **SECTION II**

### **PROGRAM IMPROVEMENT PLAN MATRIX**

## PART VIII

### SAFETY 1

**Outcome: Children are first and foremost, protected from abuse and neglect**

<b>ITEM: 2</b>	<b>Repeat Maltreatment</b>
Measurement Method:	NCANDS/CIS data and by revised QA process ---A baseline will be established by September 1, 2005.
CFSR Performance:	8.0% on Repeat Maltreatment National Standard (6.1% or less)
Performance Goal:	Decrease performance rating on Repeat Maltreatment National Standard to 7.1%

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<p><b>2.1:</b> Develop a comprehensive, family-centered, neighborhood-based assessment and case planning process that is used throughout the life of the case ---beginning at intake until safe case closure. This includes family engagement, family team meetings, family involvement of all family members and community involvement.</p> <p>* Encompasses several efforts related to family-centered practice. Several trainings in the matrix fall within this initiative. The training will be identified as “(FCP)”</p>	2.1.1: Consulted with the NRC for Family-Centered Practice and Permanency Planning and the NRC on Child Protective Services to assess current policies and practices as it relates to comprehensive assessment throughout the life of the case; and make necessary revisions. *	July 31, 2005		Donna Hornsby & Sharon Hargrove
	2.1.2: Consulted with Casey Family Programs regarding the implementation of Family-to-Family (Phase II in MD)	April 30, 2005	Nov 2004	
	2.1.3: In partnership with Casey identified pilot sites. (BCDSS, Cecil, Calvert, and Wicomico)	March 31, 2005	Nov 2004	
	2.1.4: Developed a statewide implementation plan – with 4 pilot sites beginning the process	October 15, 2005		
	2.1.5: Provided technical assistance and/or training as needed by sites (training sign in sheets submitted to SSA).	October 15, 2005 (ongoing as needed)		
	2.1.6: Disseminated any revised policy to sites.	October 15, 2005		
	2.1.7: Implementation completed in 4 sites.	Dec.15, 2006		

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<p><b>2.2:</b> Revise policy to ensure safety and risk issues are assessed and addressed prior to case closure and that linkages to community resources are made. The Risk-Based Service Planning model includes standardized tools/forms for assessment of safety and risk.</p>	<p>2.2.1: Convened workgroup to review and revise policy.            2.2.2: Revised policy to provide specific guidance on “When to terminate services in In-Home Cases” following allegations of child abuse and neglect because it was found that In-Home cases were closed too soon possibly resulting in an increase in repeat maltreatment rate.            2.2.3: Disseminated policy update.            2.2.4: Trained SSA and LDSS staff on assessing safety and risk at case closure in 4 family-to-family sites (training added to statewide ongoing offerings). (FCP). Train-the-trainers provided statewide.            2.2.5: Included monitoring of safe case closure practices in revised/new QA case reviews.</p>	<p>July 31, 2005             July 31, 2005             August 31, 2005             Dec. 31, 2005             Aug. 1, 2006            Sept. 30, 2005</p>		<p>Steve Berry</p>
<p><b>2.3:</b> Increase supervisors’ capability of using supervisory conferences to mentor and monitor case activity related to safety, permanency, and well-being outcomes.</p> <p><i>*Incorporate supervisory tool into basic supervisory training that is currently being offered.</i></p>	<p>2.3.1: Developed child and family outcomes based on the CFSR and practice standards that support outcomes.            2.3.2: Developed supervisory instrument to be used during case consultation and worker conferences based on outcomes and practice standards.*            2.3.3: Trained supervisors on the use of the instrument and on mentoring/coaching staff on implementing practice standards in their caseworker’s work with families. This will be completed in BCDSS in year one; Prince George’s Co and two other LDSS in year two.            2.3.4: Began supervisor regional support groups to continue transfer of learning process and to provide peer support. Regions include those LDSS that received training.</p>	<p>June 30, 2005             June 30, 2005             Train BCDSS sups by Nov. 30, 2005            Train “Year Two” sups by July 31, 2006             Begin Nov. 2005 and will be ongoing</p>		<p>Steve Berry,            Sharon Hargrove            Stephanie Pettaway, &amp;            Donna Hornsby</p>

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<p><b>2.4:</b> Continue implementation of the Risk-Based Service Planning Training. This training is part of competency training for all staff and is offered as needed by University of Maryland. This training is included in the current training contract.</p>	<p>2.4.1: Identified staff who need training on Risk Based Service Planning.            2.4.2: Trained all staff identified.            2.4.3: Developed a system to monitor that the Risk-based Service Planning documents are complete and in the case record through the revised QA process.</p>	<p>April 30, 2005             August 1, 2005             August 19, 2005</p>		<p>Steve Berry &amp; Pat Blackwell</p>
<p><b>2.5:</b> Incorporate rate of repeat maltreatment, safe case closure, and service plan reviews in QA case reviews process.</p>	<ul style="list-style-type: none"> <li>• See QA Systemic Factor- Action Item 31. (Pg.49)</li> </ul>			
<p><b>2.6</b> Ensure appropriate screening of CPS reports of non English speaking persons by complying with the State’s Limited English Proficiency (LEP) policy.</p>	<p>2.6.1: All LDSS received training on ‘Provision of Service to Clients with Limited English Proficiency’ within the past 24 months. LDSS identified all staff who did not attend the training and submitted names to SSA.            2.6.2: Trained identified LDSS staff on the LEP policy and practice.            2.6.3: Developed system to track the use of LEP services.            2.6.4: Translation resource list available to LDSS staff.            2.6.5: SSA staff trained on the policy mentioned above to ensure that communication between the community and the central office is accurate and unencumbered by the lack of language proficiency.            2.6.6: Translation resources identified to support central office functions.</p>	<p>March 31, 2005               Aug. 1, 2005             Aug. 1, 2005             Nov. 1, 2005             Sept. 30, 2005             Sept. 30, 2005</p>		<p>Craig Adams, Pat Blackwell, &amp; DHR Constituent services</p>

## SAFETY 2

**Outcome:** Children are safely maintained in their homes when possible and appropriate.

<b>ITEM: 3</b>	<b>Services to protect child(ren) in the home and prevent removal</b>
Measurement Method:	A baseline will be developed by Sept. 1, 2005 and future measurement will be through the revised QA process

Action Step	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Lead
<b>3.1:</b> Revise policy to ensure safety and risk issues are assessed and addressed prior to case closure and that linkages to community resources are made. The Risk-Based Service Planning model includes standardized tools/forms for assessment of safety and risk.	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 4 (Pg. 3)</li> </ul>			
<b>3.2:</b> Identify service gaps (not available, quantity and quality) and develop a resource development plan.	<ul style="list-style-type: none"> <li>See Service Array Item 35- Action Step: 1 (Pg. 52)</li> </ul>			
<b>3.3:</b> Identify and distribute existing directories of referral programs, which list and provide directory of services.	<ul style="list-style-type: none"> <li>See Service Array Item 35-Action Step: 2 (Pg. 52)</li> </ul>			
<b>3.4:</b> Participate in the development and implementation of the Maryland Wrap Around initiative (this initiative includes all child-serving State agencies and the Governor's Office for Children, Youth and Families is the lead agency).	<ul style="list-style-type: none"> <li>See Service Array Item 35-Action Step 3 (Pg. 53)</li> </ul>			
<b>3.5:</b> Continue implementation of the Risk Based Service Planning Training.	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 4 (Pg. 3)</li> </ul>			

<b>ITEM: 4</b>	<b>Risk of harm to child</b>
Measurement Method:	A baseline will be developed by Sept. 1, 2005 and future measurement will be through the revised QA process

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Dates</b>	<b>Proposed Leads</b>
<b>4.1:</b> Revise policy to ensure safety and risk issues are assessed and addressed prior to case closure. The Risk-Based Service Planning model includes standardized tools/forms for assessment of safety and risk.	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 2 (Pg. 2)</li> </ul>			
<b>4.2:</b> Revise policy to require caseworker visits with parents for both in-home and out-of-home cases.	<p>4.2.1: Convened workgroup to develop caseworker-parent visitation standards based on the type and goal of the case.</p> <p>4.2.2: Issued circular letter requiring visits with the parents and visits to the parents' home at a minimum of every other month based on the developed visitation standards.</p> <p>4.2.3: Created a parent contact sheet to be kept in the case record (this has been incorporated into the MD CHESSIE design).</p> <p>4.2.4: Provided training to supervisors on conducting quality versus compliance case record reviews (See S1-2.3) (Pg. 2).</p> <p>4.2.5: Incorporated requirement into revised QA process (See QA Pg. 49).</p>	<p>Apr. 30, 2005</p> <p>July 31, 2005</p> <p>July 31, 2005</p> <p>Aug. 19, 2005</p>		Steve Berry & Sharon Hargrove

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>4.3:</b> Ensure that out-of-home services caseworkers are following regulation related to visiting children who are placed in group and residential care to assess safety and any other needs the child may have.</p>	<p>4.3.1: Trained workers on using the SAFE-CGRP safety assessment for children in group care in consultation with the NRC on Child Protective Services.</p> <p>4.3.2: Training incorporated into existing competency training.</p> <p>4.3.3: Revised QA process will monitor the use and completion of the SAFE-CGRP assessment tool.</p>	<p>50% by July 31, 2005  Remaining 50% by Nov. 23, 2005  Sept. 1, 2005</p> <p>Aug. 19, 2005</p>		<p>Steve Berry &amp; Sharon Hargrove</p>
<p><b>4.4:</b> Increase supervisors' capability of using supervisory conferences to mentor and monitor case activity related to safety, permanency, and well-being outcomes.</p>	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 3 (Pg. 2)</li> </ul>			
<p><b>4.5:</b> Continue implementation of the Risk Based Service Planning Training</p>	<ul style="list-style-type: none"> <li>See S1-Item 2 – Action Step 4 (Pg. 3)</li> </ul>			
<p><b>4.6:</b> Incorporate rate of repeat maltreatment, safe case closure, and service plan reviews in QA case reviews process.</p>	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 5 (Pg. 3)</li> </ul>			

## PERMANENCY 1

**Outcome: Children have permanency and stability in their living situations.**

<b>ITEM: 5</b>	<b>Foster Care re-entry</b>
Measurement Method:	Process measures identified in benchmarks are complete.

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<b>5.1:</b> Review and revise policies related to Aftercare Services.	5.1.1: Workgroup convened to define Aftercare Services, review COMAR, and circular letters. 5.1.2: Workgroup submitted report with recommendations to Executive SSA staff. 5.1.3: Executive staff reviewed and provided written response to the recommendations. 5.1.4: Revisions to policy made and disseminated to LDSS.	June 1, 2005  July 31, 2005  Aug 26, 2005  Sept. 30, 2005		Sharon Hargrove & Steve Berry
<b>5.2:</b> Require the use of Aftercare Service plans when children exit the system through return home, kinship/guardianship and emancipation/ “age out”.	5.2.1: Workgroup convened to revise policy requiring Aftercare Service Plans. 5.2.2: Disseminated revised policy. 5.2.3: Trained staff on Aftercare Service Planning (FCP). 5.2.4: Incorporated Aftercare Service Planning into caseworker training by UM. 5.2.5: Monitored Aftercare Service plans revised QA case review process.	July 31, 2005  Oct 1, 2005 Dec. 31, 2005 Dec. 31, 2005  Jan. 1, 2006		Sharon Hargrove & Steve Berry

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<p><b>5.3:</b> Use Family Team meetings to fully involve the family in identifying the family's and community's resources and the unique needs of the family.</p> <p><i>Family Team meetings are part of the strategy in 2.1 (Family-to-Family) and will include the 4 jurisdictions identified in 2.1.</i></p>	<p>5.3.1: Convened workgroup to develop standards and guidelines regarding when and in what cases to conduct Family Team meetings to determine permanency planning options and services that the family may need.</p> <p>5.3.2: Issued circular letter requiring Family Team meetings based on standards and guidelines developed by workgroup.</p> <p>5.3.3: Training (or refresher training) on Family Team meetings provided as needed by SSA (see appendix: training offered).</p> <p>5.3.4: Monitored compliance with Family Team requirement through QA case review process.</p>	<p>Sept. 30, 2005</p>    <p>Jan 1, 2006</p>  <p>Apr. 1, 2006</p> <p>Apr. 1, 2006</p>		
<p><b>5.4:</b> Identify service gaps (not available, quantity and quality) and develop a resource development plan.</p>	<ul style="list-style-type: none"> <li>• See Service Array Item 35- Action Step 1 (Pg. 52)</li> </ul>			
<p><b>5.5:</b> Identify and distribute existing directories of referral programs, which list and provide directory of services.</p>	<ul style="list-style-type: none"> <li>• See Service Array Item 35- Action Step 2 (Pg. 52)</li> </ul>			
<p><b>5.6:</b> Participate in the development and implementation of the Maryland Wrap Around initiative (this initiative includes all child-serving State agencies and the Governor's Office for Children, Youth, and Families is the lead agency).</p>	<ul style="list-style-type: none"> <li>• See Service Array Item 35- Action Step 3 (Pg. 53)</li> </ul>			

<b>ITEM: 6</b>	<b>Stability of foster care placement</b>
Measurement Method:	Process measures identified in benchmarks are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>6.1:</b> Develop a comprehensive, family-centered, neighborhood based assessment and case planning process that is used throughout the life of the case.	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 1 (Pg. 1)</li> </ul>			
<b>6.2:</b> Develop and implement a statewide recruitment plan to target specific populations (i.e. children with intensive needs, emergency placements, sibling groups, older youth, and respite resources).	6.2.1: Identified Statewide recruiter 6.2.2: Identified regional/local recruiters and trainers assigned to LDSS 6.2.3: Used data to identify target populations and geography 6.2.4: Consulted with AdoptUSKids and with other state agencies to revise statewide recruitment plan 6.2.5: Began implementing statewide recruitment plan with TA provided by AdoptUSKids 6.2.6: Streamlined DHR contract process for contracting with providers who will serve high-end youth and large sibling groups.	Apr. 30, 2005 July 31, 2005  July 31, 2005  Sept. 1, 2005  Oct. 31, 2005  Dec. 31, 2006  Oct. 31, 2005		Sharon Hargrove, Stephanie Pettaway



Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>6.5:</b> Expand and improve statewide training to foster parents.</p>	<p>6.5.1: Modified PRIDE to include information on sibling placement and visitation; IL services; and on managing/modifying challenging behaviors.</p> <p>6.5.2:Continued statewide in service training program for foster parents that addresses the skills and needs of foster parents to care for our children (this had previously been contracted out). Submit proposal to Freddie Mac Foundation (Feb. 25, 2005). If private funding support is not secured, training will still occur through re-allocation of local and Central staff resources. The proposal includes funding to assist in rejuvenating the state and local foster parent associations and to assist in providing ongoing training and support of foster parents.</p>	<p>Oct. 19, 2005</p> <p>Aug 1, 2005 (ongoing)</p>		<p>Sharon Hargrove</p>
<p><b>6.6:</b> Revise policy to require caseworker visits with parents for both in-home and out-of-home cases.</p>	<ul style="list-style-type: none"> <li>• See S2- Item 4- Action Step 2 (Pg. 5)</li> </ul>			

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>6.7:</b> Ensure that out-of-home services caseworkers are following regulation related to visiting children who are placed in group and residential care to assess safety and any other needs the child may have.</p>	<ul style="list-style-type: none"> <li>See S2- Item 4- Action Step 3 (Pg. 6)</li> </ul>			
<p><b>6.9:</b> Strengthen collaboration with the provider community and other stakeholders.</p>	<p>6.9.1: Developed a media campaign that informed the community about out-of-home placements and ways that the community could assist in supporting children who are in out-of home-placements.</p> <p>6.9.2: Disseminated campaign material to LDSS.</p> <p>6.9.3: Held standard Single-Point-of-Entry quarterly meetings, through OCYF, with the provider community and other state agencies to address issues related to placement stability, placement resource expansion for children with challenging needs, and other placement issues (specifically providers exceeding service capability parameters).</p>	<p>July 31, 2005</p> <p>Aug. 31, 2005</p> <p>Begin meetings May 2005 with minimum of 6 meetings being held within PIP period</p>		<p>Donna Hornsby</p>
<p><b>6.10:</b> Strengthen policy that defines limited use of emergency shelter placements.</p>	<p>6.10.1: Convened workgroup to draft policy.</p> <p>6.10.2: Developed policy and disseminated policy to LDSS</p> <p>6.10.3: Included questions related to use of emergency shelters in supervisor oversight process and into QA case review process.</p>	<p>June 1, 2005</p> <p>Oct. 1, 2005</p> <p>See QA (Pg. 49)</p>		<p>Sharon Hargrove</p>

<b>ITEM: 7</b>	<b>Permanency goal for child</b>
Measurement Method:	Process measures identified in benchmarks are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>7.1:</b> Provide training and regional meetings for Judiciary and attorneys on CFSR and court related issues.	<p>7.1.1: Collaborated with Court Improvement Project and the NRC on Legal and Judicial Issues to assist with regional meetings and training.</p> <p>7.1.2: The workgroup created in the first bullet, identified lead judges and masters to present on permanency issues.</p> <p>7.1.3: Submitted request to regularly present at annual judges meeting (October, 2005, 2006) on permanency-related issues.</p> <p>7.1.4: Submitted request to attend biennial Alternative Dispute Resolution (mediation) conference.</p>	<p>June 24, 2005</p> <p>July 1, 2005</p> <p>Jan. 30, 2005</p> <p>Feb. 18, 2005</p>	<p>Regional meetings held 1x yr. Started Nov. 2005 end Feb. 2005</p>	<p>Stephanie Pettaway, Sharon Hargrove &amp; Althea Stewart Jones (FCCIP)</p>

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>7.2:</b> Develop a “Best Practice” Standard for CINA and related cases to establish clear expectations regarding permanency. The FC Court Improvement Project is the lead for this action step.</p>	<p>7.2.1: Convened workgroup to develop standards for use when establishing permanency goals for all children in care especially children ages 10-16.            7.2.2: Identified local and national best practices for establishing timely and appropriate permanency goals.            7.2.3: Identified judges, masters and other stakeholders who will be solicited for feedback.            7.2.4: Disseminated draft “Best Practice” Standards to feedback group.            7.2.5: Finalized and published “Best Practice” Standards on Judiciary website. Distributed electronic and hardcopies to courts and LDSS.            7.2.6: Best Practice Standards will be presented at annual judges’ conference; and judiciary and LDSS regional meetings.</p>	<p>July 31, 2005             Sept. 30, 2005             Sept. 30, 2005             Oct. 31, 2005             Dec. 31, 2005             Oct. 31, 2006</p>		<p>Althea Stewart Jones (FCCIP) &amp; Sharon Hargrove</p>
<p><b>7.3:</b> Explore ways to decrease court postponements and continuances.</p>	<p>7.3.1: Identified local and national “best practice” models.            7.3.2: Make decision whether or not identified models can be replicated in other jurisdictions.            7.3.3: If so, implementation plan developed.            7.3.4: Convened workgroup to develop court continuance policy.            7.3.5: Disseminated draft policy to judges and masters for feedback.            7.3.6: Compiled feedback and revised as appropriate to finalize draft.            7.3.7: Finalized policy published “Best Practice Standards”.</p>	<p>July 31, 2005             Sept. 30, 2005             Oct. 31, 2005            Mar. 31, 2005             Aug. 19, 2005             Oct. 31, 2005             Dec. 31, 2005</p>		<p>Stephanie Pettaway &amp; Althea Stewart Jones (FCCIP)</p>

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>7.4:</b> Improve collaboration between LDSS and judiciary system to increase appropriate and timely goals.</p>	<p>7.4.1: Held regional meetings with caseworkers and local attorneys on the proper use of ASFA exception and documentation required.</p> <p>7.4.2: Improved LDSS reports to the court through collaboration with the Court Improvement Project and the Office of the Attorney General—developed guidelines and conducted regional meetings.</p> <p>7.4.3: Revised Uniform Court Orders to address ASFA (FCCIP has committed to revising the Uniform Court Orders).</p>	<p>Regional meetings (4) held by 10/31/05. Meetings covered entire State. All LDSS sent information packets by 10/31/05.</p> <p>Oct. 31, 2005</p> <p>Aug. 31, 2005</p>		<p>Sharon Hargrove, Stephanie Pettaway, Cathy Shultz (OAG), &amp; Althea Stewart Jones (FCCIP-court orders workgroup)</p>
<p><b>7.5:</b> Promote the use of Alternative Dispute Resolution (mediation). Currently, there are 5 ADR programs and 7 more in various stages of development.</p>	<p>7.5.1: Hosted a biennial conference on the use of ADR.</p> <p>7.5.2: Identified funding sources, assist LDSS and courts in applying for funding by providing TA.</p> <p>7.5.3: Established partnership with the Maryland Mediation and Conflict Resolution Office.</p>	<p>June 1, 2005</p> <p>Apr. 30, 2005 (On-going)</p> <p>Oct. 1, 2005</p>		<p>Althea Stewart Jones (FCCIP) &amp; Stephanie Pettaway</p>

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>7.6:</b> Develop and implement strategies to increase permanency in kinship care placements.</p>	<p>7.6.1: Held focus groups with relatives to identify issues/barriers related to adoption and guardianship.            7.6.2: In addition to information gathered from 7.6.1, Contacted other states and the NRC FC PP to <i>develop strategies</i> to increase permanency for children who are in kinship placement.            7.6.3: Reviewed Chafee and ASFA regulations as they pertain to children who are in kinship care to ensure state policy and state plan reflects federal regulations.            7.6.4: Based on 7.6.3, Disseminated revised policy (if needed) and/or request to revise State Plan (if needed).            7.6.5: Resubmitted legislation authorizing subsidized guardianship.            7.6.6: Held focus group with BCDSS staff to identify barriers to achieving permanency in their kinship care cases.            7.6.7: Based on information gathered during focus groups (7.6.6), developed strategies in reducing barriers to timely permanency for kinship cases.            7.6.8: Developed brochures/Fact Sheets on the permanency options for kin (custody/guardianship and adoption) to be distributed to BCDSS staff and kin caregivers            7.6.9: SSA staff trained BCDSS kinship care caseworkers on talking with family members about the importance of permanency.</p>	<p>By end of 10/31/05, held 4 regional focus groups.            Dec. 31, 2005             Apr. 31, 2005             Oct. 31, 2005             Oct. 1, 2005             Held 4 focus groups by Nov. 1, 2005             Dec. 31, 2005             Oct. 1, 2005             Trained 50% of kinship staff by 10/01/05 and remaining by 01/30/06</p>		<p>Sharon Hargrove &amp; Donna Hornsby</p>

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Dates</b>	<b>Proposed Leads</b>
7.7: Enhance current tickler system that reports to LDSS and SSA children's length of stay and any outstanding court actions.	7.7.1: Included ALL children who have been in care for 12 of the most recent 22 months in the LDSS monthly tickler report. 7.7.2: Reported children at their 9 and 12 month stay so caseworkers and supervisors could ensure that timelines were being met.	Apr. 30, 2005  Feb. 28, 2006		Sharon Hargrove & Phil King

<b>ITEM : 8</b>	<b>Reunification, guardianship and placement with relatives</b>
Measurement Method:	National Standards measured by CIS data and process measures identified in benchmarks are complete.
CFSR Performance:	49.9% on Reunification National Standard (76.2% or more)
Performance Goal:	Increase performance rating on Reunification National Standard to 52.32%

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>8.1:</b> Develop and implement methods for measuring the timely identification and diligent efforts in locating and assessing non-custodial parents and relatives.	8.1.1: Incorporated into revised QA case review process. 8.1.2: Conducted special study in three jurisdictions (one being BCDSS) by pulling random sample of foster care cases to review for timely identification and assessment of non-custodial parents and relatives. 8.1.3: Based on QA review and special study, required LDSS Performance Improvement Plans.	See QA Pg. 49  Jan. 31, 2006  See QA Pg. 49		Gloria Valentine & Donna Hornsby
<b>8.2:</b> Develop procedures on the early identification of non-custodial parents.	8.2.1: Explore resources like the “Absent Parent Locator” and other resources used to locate parents. 8.2.2: Met with Child Support Enforcement to discuss barriers related to locating non-custodial parents. 8.2.3: Through this review process, developed procedures to assist LDSS in the early identification of non-custodial parents. 8.2.4: Developed procedures to identify parents in CINA court cases. This will be added to the “Best Practice Standards”.	Aug. 1, 2005  Aug. 1, 2005  Jan. 1, 2006  Dec. 31, 2005		Sharon Hargrove    Althea Stewart Jones
<b>8.3:</b> Revise policy to require caseworker visits with parents for both in-home and out-of-home cases.	<ul style="list-style-type: none"> <li>See S2- Item 4- Action Step 2 (Pg. 5)</li> </ul>			

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Dates</b>	<b>Proposed Leads</b>
<b>8.4:</b> Develop and implement strategies to increase permanency in kinship care placements.	<ul style="list-style-type: none"> <li>See P1 – Item 7- Action Step 6 (Pg. 16)</li> </ul>			
<b>8.5:</b> Promote the use of Alternative Dispute Resolution (mediation) statewide.	<ul style="list-style-type: none"> <li>See P1- Item 7- Actions Step 5 (Pg. 15)</li> </ul>			

<b>ITEM : 9</b>	<b>Adoption</b>
Measurement Method:	National Standards measured by CIS data and Process measures identified in benchmarks are complete.
CFSR Performance:	14.7% on the Adoption National Standard (32% or more)
Performance Goal:	Increase performance rating on Adoption National Standard to 17.6%

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>9.1: Implement concurrent planning.</b>	<p>9.1.1: Collaborated with the NRC FC PP to develop and train-the-trainers on practical “how to” concurrent planning that emphasizes the early identification of fathers and the “how to” related to full disclosure.</p> <p>9.1.2: Trained caseworkers, supervisors and private providers. Begin by training 4 LDSS in Family-to-Family Phase II (S1-2.1 see Pg. 1).</p> <p>9.1.3: Provided ongoing workshops, materials, and information to LDSS staff to keep them abreast of trends in concurrent planning.</p> <p>9.1.4: Convened workgroup to develop practice standards that include but are not limited to: ways to identify family members, early involvement of adoption staff, when to file for TPR, and matching with resource families.</p> <p>9.1.5: Disseminated practice standards to LDSS and placed on DHR intranet.</p> <p>9.1.6: Presented and discussed practice standards at regional meetings with LDSS and SSA staff.</p> <p>9.1.7: Trained 8 more jurisdictions on the “how to” mentioned in 9.1.1. This is over half the state total.</p>	<p>Aug. 1, 2005</p> <p>Dec. 23, 2005</p> <p>Jan.1, 2006 Ongoing</p> <p>Aug. 1, 2005</p> <p>Sept. 30, 2005</p> <p>Jan. 1, 2006 (All regions)</p> <p>Dec. 23, 2006</p>		Sharon Hargrove & Stephanie Pettaway

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>9.2:</b> Develop and implement methods for measuring compliance with policy on concurrent planning.</p>	<p>9.2.1: Incorporated items/indicators related to concurrent planning into the revised QA process.            9.2.2: Based on first round of revised QA case reviews, established a baseline to determine compliance with concurrent planning policies and practices.            9.2.3: Established target improvements based on baseline and implemented performance improvement plan.</p>	<p>See QA Pg. 49             See QA Pg. 49             See QA Pg. 49</p>		<p>Stephanie Pettaway,            Sharon Hargrove, &amp;            Gloria Valentine</p>
<p><b>9.3:</b> Develop and implement methods for measuring the timely identification and diligent efforts in locating and assessing non-custodial parents and relatives.</p>	<ul style="list-style-type: none"> <li>• See P1- Item 8- Action Step 1 (Pg. 18)</li> </ul>			
<p><b>9.4:</b> Develop procedures on the early identification of non-custodial parents.</p>	<ul style="list-style-type: none"> <li>• See P1 – Item 8 – Action Sep 2 (Pg. 18)</li> </ul>			
<p><b>9.5:</b> Review and Revise as needed Maryland’s CINA and TPR Appellate Process. This is a FC CIP activity in which SSA participates.</p>	<p>9.5.1: Legal intern to assessed current TPR appellate process.            9.5.2: Consulted with the NRC on Legal and Judicial Issues.            9.5.3: Met with appellate judges to review TPR appellate process.            9.5.4: Made recommendations to the “Best Practice” Standards workgroup.</p>	<p>Apr. 30, 2005             May 31, 2005             Aug. 1, 2005             Oct. 1, 2005</p>		<p>Althea Stewart            Jones &amp;            Stephanie Pettaway</p>

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>9.6:</b> Develop and implement a statewide recruitment plan to target specific populations of waiting children (youth, sibling groups, special needs children). (See P1-6.2 (Pg. 9))</p>	<ul style="list-style-type: none"> <li>• See P1: 6.2.1 (Pg. 9)</li> <li>• See P1: 6.2.2 (Pg. 9)</li> <li>• See P1: 6.2.3 (Pg. 9)</li> <li>• See P1: 6.2.4: (add NRC Adoption) (Pg. 9)</li> <li>• See P1: 6.2.5 (Pg. 9)</li> </ul> <p>9.6.1: Ensured LDSS know that children can be placed on the Maryland Adoption Exchange and AdoptUSKids prior to being legally freed for adoption.</p> <p>9.6.2: Identified children who have goal of adoption.</p> <p>9.6.3: Identified children who have goal of adoption and who do not have an identified adoptive resource.</p> <p>9.6.4: Developed targeted recruitment plan with LDSS for children identified as needing an adoptive resource.</p> <p>9.6.5: Identified children whose paperwork is not complete and SSA will assist in facilitating the movement of adoption papers to court.</p> <p>9.6.6: Finalized adoptions for all cases that can be expedited.</p> <p>9.6.7: Established targeted finalized adoption goals for LDSS.</p>	<p>Apr. 30, 2005</p> <p>Apr. 30, 2005 June 30, 2005</p> <p>Feb. 1, 2006</p> <p>Oct. 31, 2005</p> <p>Jan. 1, 2006</p> <p>Apr. 30, 2005</p>		<p>Stephanie Pettaway &amp; Sharon Hargrove</p>
<p><b>9.7:</b> Ensure review hearings are scheduled for Baltimore City Equity Court Adoption cases not yet transferred to juvenile court.</p>	<p>9.7.1: Identified all cases that should have been transferred to juvenile court in 1997 that were not.</p> <p>9.7.2: Hearing scheduled and conducted for all identified (appropriate) children.</p> <p>9.7.3: FCCIP tracks whether cases have been heard or not.</p>	<p>July 30, 2005</p> <p>Jan. 1, 2006</p> <p>Sept. 1, 2005</p>		<p>Stephanie Pettaway &amp; Althea Stewart Jones</p>

<b>ITEM : 10</b>	<b>Permanency goal of other planned permanent living arrangement</b>
Measurement Method:	Process measures identified in benchmarks are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>10.1:</b> Implement concurrent planning.	<ul style="list-style-type: none"> <li>See P1- Item 9- Action Step 1 (pg. 20)</li> </ul>			
<b>10.2:</b> Train youth, foster care and private providers on the IL services youth need to transition into adulthood.	<p>10.2.1: Defined IL services as defined in Chafee.</p> <p>10.2.2: Developed practice standards and training with the NRC on Youth Development.</p> <p>10.2.3: Trained caseworkers, private providers and foster parents on providing IL services to youth.</p> <p>10.2.4: Incorporated IL services training into PRIDE.</p> <p>10.2.5: Incorporated the expectation of private providers to have the capacity to provide IL services into their contracts.</p> <p>10.2.6: Developed and Disseminated Youth Handbook. (Youth Adv. Board is currently developing handbook)</p> <p>10.2.7: Trained BCDSS staff on IL services to special needs children (NRCYD).</p> <p>10.2.8: Met with providers and Youth Advisory Board quarterly to discuss IL issues and services—creating an open dialogue about the needs of youth and the development of solutions to meeting those needs.</p> <p>10.2.9: Monitored IL services in revised QA case review process.</p>	<p>July 31, 2005 Jan. 1, 2006</p> <p>May 31, 2006 (2 regions) Apr. 30, 2006 Apr. 30, 2006</p> <p>Apr. 30, 2005</p> <p>May 31, 2006 trained 50% staff in teen unit (BC)</p> <p>7 meetings held by Jan 1, 2007</p> <p>See QA (Pg. 49)</p>		<p>Sharon Hargrove</p> <p>Youth Adv. Board-S. Hargrove</p>

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>10. 3:</b> Long Term Foster Care (LTFC) and Permanent Foster Care (PFC) will be removed from the permanency planning option.</p> <p>*Note: MD Appellate Court ruled that APPLA is an appropriate permanency plan –allowing the use of APPLA in court orders. Also, APPL has been included in the uniformed court orders.</p>	<p>10.3.1: *Legislation drafted to remove LTFC and PFC from State law and APPLA added.</p> <p>10.3.2: Legislation submitted.</p> <p>10.3.3: Revision of policy and forms to remove IL, LTFC and PFC as permanency goal options.</p> <p>10.3.4: Developed and sent guidelines to staff on the use of APPLA and on how to discuss this with both families and children.</p> <p>10.3.5: APPLA to be discussed during LDSS-SSA regional meetings</p> <p>10.3.6: Monitored appropriate use of APPLA in revised QA case review process.</p>	<p>Jan. 1, 2005</p> <p>Jan. 31, 2005</p> <p>July. 31, 2005</p> <p>Oct. 31, 2005</p> <p>Jan. 1, 2006 (All regions)</p> <p>See QA (Pg. 49)</p>	<p>Oct. 31, 2005</p> <p>Jan 3, 2005</p>	<p>Sharon Hargrove</p>

## PERMANENCY 2

**Outcome:** The continuity of family relationships and connections is preserved for children.

<b>ITEM : 12</b>	<b>Placement with siblings</b>
Measurement Method:	Process measures identified in benchmarks are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>12.1:</b> Review current policy and regulations for barriers that may exist related to sibling placement and sibling visitation.	12.1.1: Foster Care Managers reviewed existing policy and regulations. 12.1.2: Foster Care Managers identified barriers and submitted revisions regarding policy and regulations to SSA. 12.1.3: SSA made decision whether or not to revise policy and regulations. 12.1.4: If changes made, implement revisions.	July 31, 2005  Oct. 31, 2005  Dec. 31, 2005  Mar. 31, 2005		Sharon Hargrove
<b>12.2:</b> Require caseworkers to document in the case record why siblings are not placed together.	12.2.1: Sent circular letter to LDSS. 12.2.2: Case plans reflect that all siblings are identified. 12.2.3: Efforts to place siblings together are documented in the case plan. 12.2.4: Monitored through revised QA case review processes.	July 31, 2005 Oct. 31, 2005 Oct. 1, 2005  See QA (Pg. 49)		Sharon Hargrove

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>12.3:</b> Provide training on the importance of sibling placement and family connection.</p>	<p>12.3.1: Trained supervisors, caseworkers and providers on the importance of sibling placement and family connections. (FCP)</p>	<p>3 Regions by Apr. 30, 2006 3 Regions by July 31, 2006</p>		<p>Sharon Hargrove</p>
<p><b>12.4:</b> Develop and implement a statewide recruitment plan to target specific populations (i.e. high end children, emergency placements, sibling groups, older youth, and respite resources).</p>	<p>See P1- Item 6- Action Step 2 (Pg. 9)</p>			
<p><b>12.5:</b> Increase support services to foster parents.</p>	<ul style="list-style-type: none"> <li>• See P1 – Item 6 – Action Step 3 (Pg. 10)</li> </ul>			

<b>ITEM : 13</b>	<b>Visiting with parents and siblings in foster care</b>
Measurement Method:	Process measures identified in benchmarks are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>13.1:</b> Develop and implement methods for measuring the timely identification and diligent efforts in locating and assessing non-custodial parents and relatives.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 1 (Pg. 18)</li> </ul>			
<b>13.2:</b> Develop procedures on the early identification of non-custodial parents.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 2 (Pg. 18)</li> </ul>			
<b>13.3:</b> Train staff and providers on the importance of meaningful visitation between children in care and their family (parents and siblings).	<p>13.3.1: Consulted with the NRC for Family-Centered Practice and Permanency Planning to develop and/or revise training for staff and providers related to family engagement, family involvement, working with fathers, and family connections (family-centered practice). (FCP)</p> <p>13.3.2: Made revisions to training, if needed</p> <p>13.3.3: Continued to offer genograms training through the UM training program.</p>	<p>Jan. 31, 2006</p> <p>Aug. 1, 2006</p> <p>Ongoing</p>		Sharon Hargrove & Pat Blackwell
<b>13.4:</b> Review current policy related to sibling visitation	<ul style="list-style-type: none"> <li>See P2- Item 12- Action Step 1 (pg. 25)</li> </ul>			

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>13.5:</b> Implement a policy of one worker per family case—primarily an issue in BCDSS.</p>	<p>13.5.1: Convened Workgroup of LDSS staff and SSA staff to make recommendations re: one worker per family exceptions and how to transition cases. For example: exceptions would include counties who have implemented a structured team approach.</p> <p>13.5.2: Child Welfare Steering Committee receives recommendation and drafts a written response.</p> <p>13.5.3: Issued circular letter requiring that siblings have one (1) caseworker unless family situation meets exception guidelines.</p> <p>13.5.4: Required LDSS to submit report of siblings who have more than one worker.</p> <p>13.5.5: Required LDSS (with assistance from SSA) to submit a transition plan to move cases identified.</p> <p>13.5.6: BCDSS will transition 50% of identified cases to one worker</p> <p>13.5.7: SSA will monitor implementation plan through monthly submission of LDSS reports. Note: MDCHESIE will generate caseload reports-See Statewide Information System 24.6. (Pg. 42)</p>	<p>May 20, 2005</p> <p>June 30, 2005</p> <p>Sept. 30, 2005</p> <p>Aug. 1, 2005</p> <p>Nov. 30, 2005</p> <p>May 1, 2006</p> <p>Jan. 31, 2006</p>		<p>Sharon Hargrove &amp; Donna Hornsby</p>

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Dates</b>	<b>Proposed Leads</b>
<b>13.6:</b> Streamline case transfer process (case flow) in Baltimore City DSS.	13.6.1: Convened workgroup to look at recommendations from Casey Study regarding case flow issues. 13.6.2: Developed and implemented a streamlined process to transfer a case from one unit to another. 13.6.3: Monitored by BC QA process.	Apr. 30, 2005  Sept. 30, 2005  Oct. 31, 2005		Jim Witherspoon & Donna Hornsby
<b>13.7:</b> Develop and implement methods to monitor frequency and quality of visits between children and their parents and siblings.	13.7.1: Incorporated into supervisory oversight process. 13.7.2: Incorporated into revised QA care record review process.	See S1-Item 2-Action Step 3 (Pg. 2) & QA (Pg. 49)		

<b>ITEM: 14</b>	<b>Preserving connections</b>
Measurement Method:	Process measures identified in benchmarks are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>14.1:</b> Develop a comprehensive, family-centered, neighborhood based assessment and case planning process that is used throughout the life of the case ---beginning at intake until safe case closure --to increase family involvement. Family defined as age appropriate child, mother, father, foster and/or adoptive parents, and extended family members.	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 1 (Pg. 1)</li> <li>14.1.1: Consultation from the NRC for Family-Centered Practice and Permanency Planning and Casey Family Programs to revise the assessment and case planning process to ensure comprehensive family-centered practice including the use of Family Teams.</li> <li>14.1.2: Implement the use of Family Teams in all out-of-home cases in the 4 jurisdictions implementing Phase II Family-to Family. (See S1- 2.1 Pg. 1) (25%BCDSS and 50% in other 3 LDSS)</li> <li>14.1.3: Monitor the use of Family Team through revised QA case review process</li> <li>14.1.4: Disseminate guidelines on the use of local Flex Funds to maintain and support family connections.</li> </ul>	<p>Oct. 15, 2005</p> <p>Feb. 1, 2006</p> <p>Apr. 1, 2006</p> <p>June 30, 2005</p>		Donna Hornsby & Craig Adams
<b>14.2:</b> Train staff and providers on the importance of meaningful visitation between children in care and their family (parents and siblings).	<ul style="list-style-type: none"> <li>See P2 – Item 13 -Action Step 3 (Pg. 27)</li> </ul>			

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Dates</b>	<b>Proposed Leads</b>
<b>14.3:</b> Ensure SSA and LDSS staff understand the Indian Child Welfare Act.	14.3.1: Consulted with NRCs and NICWA on ICWA – specifically the requirements related to early identification of American Indian heritage and tribal notification. 14.3.2: Incorporated questions related to American Indian heritage into screening and assessment tools. 14.3.3: Sent memorandum to LDSS regarding ICWA requirements. 14.3.4: Ensured that ICWA is included in new worker training.	Feb. 28, 2006  May 31, 2006  May 31, 2006  Aug. 1, 2006		Donna Hornsby, Steve Berry & Pat Blackwell

<b>ITEM: 15</b>	<b>Relative Placement</b>
Measurement Method:	Process measures identified in benchmarks are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>15.1:</b> Develop a comprehensive, family-centered, neighborhood-based assessment and case planning process that is used throughout the life of the case ---beginning at intake until safe case closure.	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 1 (Pg. 1)</li> </ul>			
<b>15.2:</b> Develop and implement methods for measuring the timely identification and diligent efforts in locating and assessing non-custodial parents and relatives.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 1 (Pg. 18)</li> </ul>			
<b>15.3:</b> Develop procedures on the early identification of non-custodial parents.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 2 (Pg. 18)</li> </ul>			
<b>15.4:</b> Develop and implement strategies to increase permanency in kinship care placements.	<ul style="list-style-type: none"> <li>See P1- Item 7- Action Step 6 (Pg. 16)</li> </ul>			

<b>ITEM: 16</b>	<b>Relationship of child in care with parents</b>
Measurement Method:	Process measures identified in benchmarks are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>16.1:</b> Develop a comprehensive, family-centered, neighborhood-based assessment and case planning process that is used throughout the life of the case.	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 1 (Pg. 1)</li> </ul>			
<b>16.2:</b> Develop and implement methods for measuring the timely identification and diligent efforts in locating and assessing non-custodial parents and relatives.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 1 (Pg. 18)</li> </ul>			
<b>16.3:</b> Develop procedures on the early identification of non-custodial parents.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 2 (Pg. 18)</li> </ul>			
<b>16.4:</b> Train staff and providers on the importance of meaningful visitation between children in care and their family (parents and siblings).	<ul style="list-style-type: none"> <li>See P2- Item 13- Action Step 3 (Pg. 27)</li> </ul>			
<b>16.5:</b> Review current policy related to sibling visitation.	<ul style="list-style-type: none"> <li>See P2- Item 12- Action Step 1 (Pg. 25)</li> </ul>			
<b>16.6:</b> Develop and implement methods to monitor frequency and quality of visits between children and their parents and siblings	<ul style="list-style-type: none"> <li>See P2- Item 13- Action Step 7 (Pg. 29)</li> </ul>			

## WELL-BEING 1

**Outcome:** Families have enhanced capacity to provide for their children's needs.

<b>ITEM: 17</b>	<b>Needs and services of child, parents, and foster parents</b>
Measurement Method:	A baseline will be developed by Sept. 1, 2005 and future measurement will be through the revised QA process

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>17.1:</b> Develop a comprehensive, family-centered, neighborhood-based assessment and case planning process that is used throughout the life of the case.	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 1 (Pg. 1)</li> <li>17.1.1: Revised tools to include domestic violence, mental health and substance abuse screenings.</li> <li>17.1.2: LDSS staff (4 sites) trained and using new tools.</li> <li>17.1.3: Tools incorporated into new worker training.</li> </ul>	Sept. 30, 2005  Dec. 1, 2005 (FCP) Dec. 1, 2005		Steve Berry, Sharon Hargrove & Donna Hornsby
<b>17.2:</b> Increase supervisors' capability of using supervisory conferences to mentor and monitor case activity related to safety, permanency, and well-being outcomes.	<ul style="list-style-type: none"> <li>See S1- Item 2- Action Step 3 (Pg. 2)</li> </ul>			
<b>17.3:</b> Develop and implement methods for measuring the timely identification and diligent efforts in locating and assessing non-custodial parents and relatives.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 1 (Pg. 18)</li> </ul>			
<b>17.4:</b> Develop procedures on the early identification of non-custodial parents.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 2 (Pg. 18)</li> </ul>			

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<b>17.5:</b> Identify service gaps (not available, quantity and quality) and develop a resource development plan.	<ul style="list-style-type: none"> <li>See Service Array -Item 35- Action Step 1 (Pg. 52)</li> </ul>			
<b>17.6:</b> Identify and distribute existing directories of referral programs, which list and provide directory of services.	<ul style="list-style-type: none"> <li>See Service Array- Item 35- Action Step 2 (Pg. 52)</li> </ul>			
<b>17.7:</b> Participate in the development and implementation of the Maryland Wrap Around initiative (this initiative includes all child-serving State agencies and the Governor's Office on Children, Youth, and Families is the lead agency).	<ul style="list-style-type: none"> <li>See Service Array- Item 35- Action Step 3 (Pg. 53)</li> </ul>			
<b>17.8:</b> Increase support services to foster parents.	<ul style="list-style-type: none"> <li>See P1- Item 6- Action Step 3 (Pg. 10)</li> </ul>			

<b>ITEM: 18</b>	<b>Child and family involvement in case planning</b>
Measurement Method:	A baseline will be developed by Sept. 1, 2005 and future measurement will be through the revised QA process

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>18.1:</b> Develop a comprehensive, family-centered, neighborhood based assessment and case planning process that is used throughout the life of the case --to increase family involvement. Family defined as age appropriate child, mother, father, foster and/or adoptive parents, and extended family members.	<ul style="list-style-type: none"> <li>• See P2 – Item 16- Action Step 1 (Pg. 33)</li> <li>• See S1 – Item 2 – Action Step 1 (Pg. 1)</li> </ul>			
<b>18.2:</b> Develop and implement methods for measuring the timely identification and diligent efforts in locating and assessing non-custodial parents and relatives.	<ul style="list-style-type: none"> <li>• See P1- Item 8- Action Step 1 Pg. 18)</li> </ul>			
<b>18.3:</b> Develop procedures on the early identification of non-custodial parents.	<ul style="list-style-type: none"> <li>• See P1- Item 8- Action Step 2 (Pg. 18)</li> </ul>			
<b>18.4:</b> Develop protocol for the use of surveys to gather data on customer satisfaction and quality of service provision.	<ul style="list-style-type: none"> <li>• See QA – Item 31 (Pg. 49)</li> </ul>			

<b>ITEM: 20</b>	<b>Caseworker visits with parents</b>
Measurement Method:	A baseline will be developed by Sept. 1, 2005 and future measurement will be through the revised QA process

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>20.1:</b> Develop a comprehensive, family-centered, neighborhood-based assessment and case planning process that is used throughout the life of the case --to increase family involvement. Family defined as age appropriate child, mother, father, foster and/or adoptive parents, and extended family members.	<ul style="list-style-type: none"> <li>• See WB1- Item 17- Action Step 1 (Pg. 34)</li> <li>• See S1-Item 2 – Action Step 1 (Pg. 1)</li> </ul>			
<b>20.2:</b> Revise policy to require caseworker visits with parents for both in-home and out-of-home cases.	<ul style="list-style-type: none"> <li>• See S2- Item 4- Action Step 2 (Pg. 5)</li> </ul>			
<b>20.3:</b> Implement a policy of one worker per family case—primarily an issue in BCDSS.	<ul style="list-style-type: none"> <li>• See P2- Item 13- Action Step 6 (Pg. 29)</li> </ul>			
<b>20.4:</b> Increase supervisors’ capability of using supervisory conferences to mentor and monitor case activity related to safety, permanency, and well-being outcomes.	<ul style="list-style-type: none"> <li>• See S1 – Item 2- Action Step 3 (Pg. 2)</li> </ul>			
<b>20.5:</b> Revise QA to evaluate the quality of services and to measure the outcomes of children and families.	<ul style="list-style-type: none"> <li>• See QA –Item 31 - Action Step 1 (Pg. 49)</li> </ul>			

## WELL-BEING 2

**Outcome: Children receive appropriate services to meet their educational needs.**

<b>ITEM: 21</b>	<b>Educational needs of child</b>
Measurement Method:	Process measures identified in benchmarks are complete.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>21.1:</b> Strengthen SSA/ LDSS collaboration with Maryland State Department of Education (MSDE) and local school districts.	<p>21.1.1: Presented educational issues to Subcabinet Partnership Team (SPT).</p> <p>21.1.2: Held discussion (facilitated by SPT), which included LDSS, local education boards, MSDE, and DHR/SSA.</p> <p>21.1.3: Met quarterly with MSDE to address issues related to providing educational services to children within the child welfare system.</p> <p>21.1.4: Held regional meetings to inform LDSS staff and foster parents of their rights to access educational records and on how to advocate for services.</p> <p>21.1.5: Assisted LDSS (if requested attend meetings) and local school districts in establishing procedures for obtaining educational.</p> <p>21.1.6: Requested that OAG meet with the local school attorneys to discuss the barriers workers are facing in obtaining educational information and services.</p> <p>21.1.7: Met with Board of School Commissions to discuss the educational needs of children and the barriers LDSS are facing in meeting those needs.</p>	<p>May 1, 2005</p> <p>Aug. 31, 2005</p> <p>5 meetings by Dec. 31, 2006</p> <p>Dec. 31, 2005 (all regions)</p> <p>Feb 1, 2006</p> <p>Apr. 30, 2005</p> <p>May 31, 2005</p>		<p>Elizabeth Seale</p> <p>Steve Berry &amp; Sharon Hargrove</p>

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Dates</b>	<b>Proposed Leads</b>
21.2: Identify service gaps and develop a resource development plan.	<ul style="list-style-type: none"> <li>See Service Array- Item 35- Action Step 1 (Pg. 52)</li> </ul>			

## WELL-BEING 3

**Outcome: Children receive adequate services to meet their physical and mental health needs.**

<b>ITEM: 23</b>	<b>Mental health of child</b>
Measurement Method:	A baseline will be developed by Sept. 1, 2005 and future measurement will be through the revised QA process

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>23.1:</b> Strengthen collaboration with Department of Health and Mental Hygiene (DHMH).	23.1.1: Held quarterly meetings with staff from SSA and DHMH to discuss issues related to children's mental health services. 23.1.2: Provided information to LDSS staff on mental health services available and how to access these services.	6 meetings held by Dec. 31, 2006  Jan. 1, 2006		Craig Adams & Donna Hornsby
<b>23.2:</b> Revise assessment tools to include mental health and substance abuse history.	<ul style="list-style-type: none"> <li>See WB 1-Item 17-Action Step 1 (Pg. 34)</li> </ul>			
<b>23.3:</b> Participate in the development and implementation of the Maryland Wrap Around.	<ul style="list-style-type: none"> <li>See Service Array –Item 35– Action Step 3 (Pg. 53)</li> </ul>			
<b>23.4:</b> Identify service gaps (not available, quantity and quality) and develop a resource development plan.	<ul style="list-style-type: none"> <li>See Service Array –Item 35– Action Step 1 (Pg. 52)</li> </ul>			

## SYSTEMIC FACTORS

### STATEWIDE INFORMATION SYSTEM

<b>ITEM: 24</b>	<b>System can identify the status, demographic characteristics, location and goals of children in foster care</b>
Measurement Method:	MD CHESSIE
Performance Goal:	Maryland will have an information system that can identify the status, demographic characteristics, location and goals of children in foster care.

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<b>24.1:</b> Enhance current tickler system that reports to LDSS and SSA children's length of stay and any outstanding court actions.	<ul style="list-style-type: none"> <li>See P1- Item 7 Action Step 7 (Pg. 17)</li> </ul>			
<b>24.2:</b> Provide LDSS training and access to FACTS, CIS, and CARES	24.2.1: Streamlined security clearance process. 24.2.2: Met with IT department to discuss the needs of the LDSS. 24.2.3 Created and began implementation of plan to provide LDSS training and access to all information systems. Beginning with BCDSS Intake & Assessment Unit—basic training mandatory for all supervisors. 24.2.4: Identified LDSS staff who can assist with timely data entry functions and provided training as needed.	July 31, 2005 Completed  Mar. 31, 2005  Oct. 1, 2005	Sept. 30, 2004	Phil King Gloria Sinclair & Jim Witherspoon

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>24.4:</b> Decrease response time when LDSS request data reports from SSA.</p>	<p>24.4.1: Developed written procedures on how to request data reports and how to respond to such request.            24.4.2: Created and disseminated a survey to LDSS to identify data reports that are helpful, not helpful or reports that are needed.            24.4.3: Sent written procedures to LDSS and SSA program managers. Create request tracking log            24.4.4: Response time reports submitted to Director of Special Services for monitoring.</p>	<p>Sept. 1, 2005            Sept. 1, 2005            Oct. 31, 2005            Nov. 30, 2005            ongoing</p>		<p>Phil King &amp; Gloria Valentine</p>
<p><b>24.5:</b> Continue efforts for Early Release (ER) of MD CHESSIE. Early Release relates only to the Intake/Screening process.</p>	<p>24.5.1: Begin ER in thee sites (Charles, Wicomico, and Queen Anne's)            24.5.2: Implementation in 11 LDSS including BCDSS of Early Release component.            24.5.3: Completed post-implementation and maintenance of Early Release component.</p>	<p>*Jan. 6, 2005            Mar. 31, 2005            May 31, 2005</p>		<p>Donald Carter</p>
<p><b>24. 6:</b> Continue efforts for full operation of MD CHESSIE. MD CHESSIE will meet requirement of Statewide Information System</p>	<p>24.6.1: Completed training of all pilot staff.            24.6.2: Conducted pilot.            24.6.3: Completed statewide implementation.</p>	<p>*Nov. 30, 2005            Apr. 30, 2006            Nov. 30, 2006</p>		<p>Donald Carter</p>

*\* MD CHESSIE (SACWIS) dates are agreed upon timelines between the State and the contractor.*

## CASE REVIEW SYSTEM

<b>ITEM: 25</b>	<b>Process for developing a case plan and joint case planning with parents</b>
Measurement Method:	Process measures identified in benchmarks complete.
Performance Goal:	All children will have written case plans that are developed with the child (age appropriate) and his/her parents.

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<b>25.1:</b> Develop a comprehensive, family-centered assessment and case planning process that is used throughout the life of the case --- beginning at intake until safe case closure --to increase family involvement.	<ul style="list-style-type: none"> <li>• See S1- Item 2- Action Step 1 (Pg. 1)</li> <li>• See P2- Item 16- Action Step 1 (Pg. 33)</li> </ul> 25.1.1: Issued guidance defining “age appropriate” child.	June 30, 2005		Sharon Hargrove & Donna Hornsby
<b>25.2:</b> Increase supervisors’ capability of using supervisory conferences to mentor and monitor case activity related to safety, permanency, and well-being outcomes.	<ul style="list-style-type: none"> <li>• See S1- Item 2- Action Step 3 (Pg. 2)</li> </ul>			
<b>25.3:</b> Implement concurrent planning.	<ul style="list-style-type: none"> <li>• See P1- Item 9- Action Step 1 (Pg. 20)</li> </ul>			
<b>25.4:</b> Revise QA to evaluate the quality of services and to measure the outcomes of children and families	<ul style="list-style-type: none"> <li>• See QA – Item 31 - Action Step 1 (Pg. 49)</li> </ul>			

<b>ITEM: 27</b>	<b>Process for 12-month permanency hearing</b>
Measurement Method:	Process measures identified in benchmarks complete.
Performance Goal:	There is a process in place to ensure timely permanency hearings (12-month).

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>27.1:</b> Provide training and regional meetings for Judiciary and attorneys on CFSR and court related issues.	<ul style="list-style-type: none"> <li>See P1- Item 7- Action Step 1 (Pg. 13)</li> </ul>			
<b>27.2:</b> Develop a “Best Practice” Standard for CINA and related cases to establish clear expectations regarding permanency. The FC Court Improvement project is the lead for this action step.	<ul style="list-style-type: none"> <li>See P1- Item 7- Action Step 2 (Pg. 14)</li> </ul>			
<b>27.3:</b> Explore ways to decrease court postponements and continuances.	<ul style="list-style-type: none"> <li>See P1- Item 7- Action Step 3 (Pg. 14)</li> </ul>			
<b>27.4:</b> Improve collaboration between LDSS and judiciary system to increase appropriate and timely goals	<ul style="list-style-type: none"> <li>See P1- Item 7- Action Step 4 (Pg.15)</li> </ul>			
<b>27.5:</b> Review and Revise as needed Maryland’s CINA and TPR Appellate Process. This is a FC CIP activity in which SSA participates.	<ul style="list-style-type: none"> <li>See P1- Item 9- Action Step 5 (Pg. 21)</li> </ul>			
<b>27.6:</b> Ensure review hearings are scheduled for Baltimore City Equity Court Adoption cases not yet transferred to juvenile court.	<ul style="list-style-type: none"> <li>See P1- Item 9- Action Step 7 (Pg. 22)</li> </ul>			

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>27.7:</b> Enhance current tickler system that reports to LDSS and SSA children's length of stay and any outstanding court actions.</p>	<ul style="list-style-type: none"> <li>See P1- Item 7- Action Step 7 (Pg. 17)</li> </ul>			
<p><b>27.8:</b> Promote the use of and Expand the availability of Alternative Dispute Resolution (mediation) statewide.</p>	<ul style="list-style-type: none"> <li>See P1- Item 7- Action Step 5 (Pg. 15)</li> </ul>			
<p><b>27.9:</b> Determine the extent to which court caseloads and resource limitations effect judicial performance. This is a FC CIP activity in which SSA participates.</p>	<p>27.9.1: Conducted judicial workload assessment  27.9.2: Univ. of MD collected and analyzed data— completed a written report to FC CIP  27.9.3: FC CIP presented report with recommendations to Chief Judge Bell  27.9.4: Chief Judge Bell requested additional judicial resources for juvenile courts for FY 2006.</p>	<p>Completed  June 30, 2005   Sept. 1, 2005   Completed</p>	<p>Oct. 2004    Jan. 1, 2005</p>	<p>Althea Stewart Jones (FC CIP) &amp; Stephanie Pettaway</p>

<b>ITEM: 28</b>	<b>Process for seeking TPR in accordance with ASFA</b>
Measurement Method:	Process measures identified in benchmarks complete and AFCARS
Performance Goal:	Termination of Parental Rights will be filed in accordance with ASFA requirements.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>28.1:</b> Provide training and regional meetings for Judiciary and attorneys on CFSR and court related issues	<ul style="list-style-type: none"> <li>See P1- Item 7- Action Step 1 (Pg. 13)</li> </ul>			
<b>28.2:</b> Implement concurrent planning.	<ul style="list-style-type: none"> <li>See P1- Item 9- Action Step 1 (Pg. 20)</li> </ul>			
<b>28.3:</b> Develop and implement methods for measuring compliance with policy on concurrent planning.	<ul style="list-style-type: none"> <li>See P1- Item 9- Action Step 2 (Pg. 21)</li> </ul>			
<b>28.4:</b> Develop and implement methods for measuring the timely identification and diligent efforts in locating and assessing non-custodial parents and relatives.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 1 (Pg. 18)</li> </ul>			
<b>28.5:</b> Develop procedures on the early identification of non-custodial parents.	<ul style="list-style-type: none"> <li>See P1- Item 8- Action Step 2 (Pg. 18)</li> </ul>			
<b>28.6:</b> Review and Revise as needed Maryland's CINA and TPR Appellate Process. This is a FC CIP activity in which SSA participates	<ul style="list-style-type: none"> <li>See P1- Item 9- Action Step 5 (Pg. 21)</li> </ul>			
<b>28.7:</b> Explore ways to decrease court postponements and continuances	<ul style="list-style-type: none"> <li>See P1-Item 7- Action Step 3 (Pg. 14)</li> </ul>			

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>28.8:</b> Develop a “Best Practice” Standard for CINA and related cases to establish clear expectations regarding permanency. The FC Court Improvement project is the lead for this action step.</p>	<ul style="list-style-type: none"> <li>• See P1- Item 7- Action Step 2 (Pg. 14)</li> </ul>			
<p><b>28.9:</b> Develop and implement a statewide recruitment plan to target specific populations of waiting children (youth, sibling groups, special needs children).</p>	<ul style="list-style-type: none"> <li>• See P1- Item 9- Action Step 6 (Pg. 22)</li> </ul>			
<p><b>28.10:</b> Enhance current tickler system that reports to LDSS and SSA children’s length of stay and any outstanding court actions.</p>	<ul style="list-style-type: none"> <li>• See P1- Item 7- Action Step 7 (Pg. 17)</li> </ul>			

<b>ITEM: 29</b>	<b>Process for notifying caregivers of reviews and opportunity for them to be heard</b>
Measurement Method:	Process measures identified in benchmarks complete.
Performance Goal:	All relevant parties will be notified and provided the opportunity to be heard in any hearings related to the child.

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>29.1:</b> Ensure the timely notification of caregivers to participate in hearings.	<ul style="list-style-type: none"> <li>• Issued memorandum emphasizing the importance and the requirement to notify parents and caregivers of hearings, including TPR hearings.</li> <li>• Worked with Court Improvement Project to train judges, attorneys and LDSS staff on the requirement to notify caregivers of hearings and provide them the opportunity to be heard.</li> <li>• Created and issued standard letter caseworkers can use in all cases to notify caregivers.</li> <li>• Court “Best Practice” Standards developed that encourage courts to inquire at every appropriate hearing whether foster parents and/or caregivers where given notice.</li> </ul>	<p>May 13, 2005</p> <p>Feb. 28, 2005</p> <p>May 13, 2005</p> <p>Dec. 31, 2005</p>		Stephanie Pettaway & Althea Stewart Jones (FC CIP)
<b>29.2:</b> Include questions in customer satisfaction survey that ask if caregivers were notified of court hearings and if they had the opportunity to be heard.	<ul style="list-style-type: none"> <li>• See QA – Item 31 – Action Step 4 (Pg. 50)</li> </ul>			

## QUALITY ASSURANCE

<b>ITEM: 31</b>	<b>Identifiable QA system that evaluates the quality of services and improvements</b>
Measurement Method:	Process measures identified in benchmarks complete.
Performance Goal:	The State of Maryland will operate an identifiable quality assurance system.

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<b>31.1:</b> Revise QA to evaluate the quality of services and to measure the outcomes of children and families.	31.1.1: Consulted with NRC on Organizational Improvement to assess the current QA process and to assist with QA redesign.	Mar. 30, 2005		Gloria Valentine
	31.1.2: Negotiate with Citizen Review Boards to create a streamlined review process that eliminates duplication.	Mar. 30, 2005		
	31.1.3: Incorporated CFSR measures into the QA process.	Apr. 22, 2005		
	31.1.4: Trained QA team on revised process.	May 13, 2005		
	31.1.5: Piloted revised QA process in three jurisdictions.	June 30, 2005		
	31.1.6: Incorporated "lessons learned" from pilot sites.	Aug. 31, 2005		
	31.1.7: Established baselines and PIP goals	Sept. 1, 2005		
	31.1.8: Implemented revised QA. Reviewing 6 LDSS by 12/31/05 and Reviewing 6 LDSS by 12/31/06. BCDSS will be reviewed in both 2005 & 2006.	Dec. 31, 2005 Dec. 31, 2006		
	31.1.9: Established a feedback loop and plan for use of QA results in consultation with NRC OI.	Sept. 1, 2005		
	31.1.9: Based on revised QA reviews, LDSS will be required to submit local PIP to SSA based on review findings.	Jan. 1, 2006		
31.1.10: SSA will monitor LDSS PIP <i>See narrative for details regarding oversight of the county PIP process</i>	Jan. 1, 2006 ongoing			

Action Steps	Benchmarks	Proposed Timeframes	Actual Dates	Proposed Leads
<p><b>31.2:</b> Create a statewide Peer Record Review process to <i>supplement</i> QA case reviews identified in 31.1.</p> <p>* Jurisdiction will be the same as in 31.1.</p>	<p>31.2.1: Develop an instrument for peer record reviews based on the CFSR outcomes (NRCOI).</p> <p>31.2.2: Identified peer reviewers from pilot sites.</p> <p>31.2.3: Trained peer reviewers on revised QA instrument.</p> <p>31.2.4: Conducted peer reviews in pilot sites.</p> <p>31.2.5: Began statewide peer record reviews. Starting with LDSS that are participating in the revised QA review process in 31.1.</p>	<p>Nov. 30, 2005</p> <p>Jan. 14, 2006</p> <p>Feb. 11, 2006</p> <p>Feb. 28, 2006</p> <p>May 1, 2006</p>		<p>Gloria Valentine</p>
<p><b>31.3:</b> Increase supervisors' capability of using supervisory conferences to mentor and monitor case activity related to safety, permanency, and well-being outcomes.</p>	<ul style="list-style-type: none"> <li>• See S1- Item 2- Action Step 3 (Pg. 2)</li> </ul>			
<p><b>31.4:</b> Develop protocol for the use of surveys to gather data on customer satisfaction and quality of service provision.</p>	<p>31.4.1: Gathered existing surveys from LDSS and other states.</p> <p>31.4.2: Reviewed and analyzed surveys that were collected.</p> <p>31.4.3: Developed protocol on the use, collection, and analysis of survey.</p> <p>31.4.4: Disseminated and Implemented use of survey.</p> <p>31.4.5: Incorporated survey findings into the QA process and LDSS Performance Improvement Plans.</p>	<p>Oct. 31, 2005</p> <p>Nov. 30, 2005</p> <p>Jan. 13, 2006</p> <p>Jan. 31, 2006</p> <p>Mar. 31, 2006</p>		<p>Gloria Valentine</p>

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Dates</b>	<b>Proposed Leads</b>
<b>31.5:</b> Implement provider performance accountability.	31.5.1: Developed performance standards for private providers in consultation with the NRC OI. 31.5.2: Revised contracts to incorporate standards and requirements for corrective action (sanctions) when standards are not met. 31.5.3: Trained providers on revised standards and expectation of the Department. 31.5.4: Monitor contracts for compliance.	Jan. 31, 2006  Apr. 30, 2006  July 31, 2006  Aug. 1, 2006 ongoing		Craig Adams

## SERVICE ARRAY

<b>ITEM: 35</b>	<b>Availability of array of critical services</b>
Measurement Method:	Process measures identified in benchmarks complete.
Performance Goal:	Maryland will increase the array of services in pilot jurisdictions of the state.

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
<b>35.1:</b> Identify service gaps (not available, quantity and quality) and develop a resource development plan.	35.1.1: Collaborated with NRC for Family-Centered Practice and Permanency Planning to conduct a Service Array assessment in three pilot jurisdictions.	July 31, 2005		Craig Adams & Donna Hornsby
	35.1.2: Identified and trained staff to conduct service array assessment.	Aug. 31, 2005		
	35.1.3: Completed pilot jurisdiction assessments and finalized results in written report.	Oct. 31, 2005		
	35.1.4: Created and began implementation of resource development plan.	Dec. 31, 2005		
	35.1.5: Monitored service array development in pilot jurisdictions through case reviews (QA).	See QA (Pg. 49)		
	35.1.6: Began process with three additional jurisdictions.	Apr. 30, 2006		
	35.1.7: Ensure that caseworkers are aware of the translation services that are available. Discuss during regional LDSS-SSA meetings	Dec. 31, 2005 All regions		
<b>35.2:</b> Identify and distribute existing directories of referral programs, which list and provide directory of services.	35.2.1: Explored “First Call for Help” program and Local Management Boards for information.	July 31, 2005		Craig Adams & Donna Hornsby
	35.2.2: Convened workgroup (with OCYF) to develop a comprehensive statewide resource directory.	July 31, 2005		
	35.2.3: Placed statewide resource directory on DHR net.	Jan. 31, 2006		

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Dates</b>	<b>Proposed Leads</b>
<p><b>35.3:</b> Participate in the development and implementation of the Maryland Wrap Around initiative (this initiative includes all child-serving State agencies and the Governor’s Office for Children, Youth, and Families is the lead agency).</p>	<p>35.3.1: Implement wrap around services in two pilot sites (BCDSS and Montgomery County)  35.3.2: Assess and recommend to expand effort or not.</p>	<p>July 31, 2005   July 31, 2006</p>		<p>Craig Adams &amp; Donna Hornsby</p>

<b>ITEM: 36</b>	<b>Accessibility of services across jurisdictions</b>
Measurement Method:	Process measures identified in benchmarks complete.
Performance Goal:	Maryland will increase the accessibility of services in pilot jurisdictions of the state

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>36.1:</b> Identify service gaps (not available, quantity and quality) and develop a resource development plan.	<ul style="list-style-type: none"> <li>See Service Array Item 35- Action Step 1 (Pg. 52)</li> </ul>			
<b>36.2:</b> Identify and distribute existing directories of referral programs, which list and provide directory of services.	<ul style="list-style-type: none"> <li>See Service Array Item 35-Action Step 2 (Pg. 52)</li> </ul>			
<b>36.3:</b> Participate in the development and implementation of the Maryland Wrap Around initiative (this initiative includes all child-serving State agencies and the Governor’s Office on Children, Youth, and Families is the lead agency).	<ul style="list-style-type: none"> <li>See Service Array Item 35- Action Step 3 (Pg. 53)</li> </ul>			

<b>ITEM: 45</b>	<b>Cross-jurisdictional Placements</b>
Measurement Method:	Process measures identified in benchmarks complete.
Performance Goal:	Maryland will reduce the barriers to cross-jurisdictional placements

<b>Action Steps</b>	<b>Benchmarks</b>	<b>Proposed Timeframes</b>	<b>Actual Date</b>	<b>Proposed Leads</b>
<b>45.1:</b> Eliminate barriers to cross-jurisdictional placements.	45.1.1: Met with LDSS adoption staff to inform that they should search for adoption placement resources not only within their counties or the state, but national as well. Also, to inform LDSS that they cannot refuse to conduct home studies on families who are interested in out-of-state children or refuse to consider out-of-state families for MD children.	Completed	June 30, 2004 (site visits to all 24 LDSS)	Stephanie Pettaway
	45.1.2: Trained LDSS adoption staff on preparing summaries for photo-listing of waiting children (AdoptUSKids) <i>follow-up training in 9 mos.</i>	Completed (June 1, 2005)	Aug. 25, 2005	
	45.1.3: Trained LDSS on the use of the AdoptUSKids website and on how to respond to interested families (intake). (AdoptUSKids) <i>follow-up training in 9 mos.</i>	Completed (June 1, 2005)	Nov. 30, 2004	
	45.1.4: LDSS have the ability to manage their cases, respond to families, and match their children using the AdoptUSKids website. SSA adoption staff will monitor in partnership with AdoptUSKids children placed on the exchange.	Feb. 28, 2005		

Action Steps	Benchmarks	Proposed Timeframes	Actual Date	Proposed Leads
45.1 continued	<p>45.1.5: SSA staff continues to register and update children on MARE.</p> <p>45.1.6: Enhance MARE to ensure better LDSS accessibility and increase user friendliness.</p>	<p>100 by Feb. 15, 2005 and remaining waiting children that have no identified resource by April 15, 2005)</p> <p>Completed</p>	<p>Sept. 2004</p>	<p>Stephanie Pettaway</p>
45.2: Continue to work with the District of Columbia to ensure that ICPC laws and regulations are being followed.	<p>45.2.1: Workgroup will continue monthly meetings until all CFSA-DC resource homes are approved and all DC children are placed in approved placements.</p> <p>45.2.2: Workgroup will continue to have meetings (facilitated by APHSA) to resolve barriers.</p> <p>45.2.3: Developed a regional/combined resource home recruitment plan. DC is actively involved.</p> <p>45.2.4: Presented recruitment plan to executive staff at CFSA and DHR to discuss feasibility.</p> <p>45.2.5: Executive staff responded in writing to presentation.</p>	<p>Ongoing</p> <p>Next meeting 02/22/05 July 31, 2005</p> <p>Aug. 31, 2005</p> <p>Oct. 1, 2005</p>		<p>Stephanie Pettaway</p>

## MARYLAND PIP TRAINING MATRIX

TRAINING	TOPICS	PIP REFERENCE	PARTICIPANTS	TIME FRAME	FOLLOW UP
<b>Risk-Based Service Planning (RBSB) Training</b>	Assessing Safety & Risk during investigations and at case closure	S1 Item 2.4 (Pg. 3) S1 Item 2.2 (Pg. 2)	LDSS in-home services staff who have not been trained	08/31/2005	Will be monitored via QA revised process and Supervisory reviews  Currently part of competency training offered by UM
<b>Supervisory skills</b>	Use of revised supervisory instrument and Conducting quality vs. compliance case reviews	S1 Item 2.3 (Pg. 2)	50% BCDSS and two other LDSS by 09/30/2005. Prince George's and remaining BCDSS 04/30/2006	Begin Qtr. 3	Incorporate training into supervisor training
<b>Family-Centered Practice</b>	Aftercare Service Planning	P1 Item 5.2(Pg. 7)	Out-of-home services staff	12/31/2005	Incorporate family-centered practice into existing competency training or make revision as necessary  Ongoing workshops (concurrent planning)
	Concurrent planning	P1 Item 9.1 (Pg.20)	Out-of-home services staff (Family-Family LDSS)	12/01/2005	
	Importance of sibling placement & family connection	P2 Item 12.4 (Pg. 26)	Out-of-home services staff	07/31/2006	
	Meaningful visitation, family engagement, family involvement, family connections, and working w/ fathers Comprehensive Assessment Tools (DV	S1 Item 2.1 (Pg.1)	Caseworkers, supervisors, private providers (Family-Family LDSS)  LDSS staff Family-	10/15/2005  12/01/2005	

	Assessment Tools (DV, SA, MH, etc)	WB1 Item 17.1 (Pg. 34)	Family sites		
<b>SAFE-CGRP safety assessment</b>	Use of SAFE-CGRP safety assessment for group care	S2 Item 4.3 (Pg. 6)	Out-of-Home Services Staff	50% by 07/31/2005 50% by 11/23/2005	Incorporate into existing competency training
<b>In Service Training Program for Foster Parents &amp; Kin</b>	Skills & needs of foster parents and kinship providers	P1Item 6.5 (Pg. 11) P1- Item 6.3 (Pg. 10)	Foster parents and kinship providers	08/01/2005 ongoing	In-service for Foster Parents, (This had been contracted out but DHR stopped contract)
<b>Modify PRIDE</b>	Sibling placement and visitation; IL services; and challenging behaviors	P1 Item 6.5 (Pg. 11)	Foster Parents	08/01/2005	Incorporated into PRIDE
<b>Training for judiciary and attorneys</b>	CFSR-court related issues	P1 Item 7.1 (Pg.13)	Judges, Masters and Attorneys	02/28/2005	Request to present regularly at annual judges meeting (Qtr. 1)  Bi-annual conference on ADR P1 Item 7.5 (Pg. 15)
<b>Family team meetings</b>	Family Team Meeting s for Family-to-Family sites	P1 Item 7.6 (Pg. 16)	LDSS	Continue	Training already offered
<b>IL Services</b>	IL Services Youth Need to Transition into Adulthood	P1 Item 10.2 (Pg. 23)	Youth, caseworkers, foster parents and private providers	05/030/2006 in 2 regions	Revision to current training offered