

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN**

REVISED MATRIX

Work Plan Detail – Priority 1: Research, Design and Implement a Family-Center Practice Framework

ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	COMPLETION DATE	ACCOMPLISHMENTS	NEXT STEPS
1.1	1.1: Develop a family-centered practice framework, which includes family engagement, family team meetings, concurrent permanency planning, family involvement of all family members and community involvement.	1.1.1: Conducted thorough literature review on models of best practice.	Donna Hornsby & Winifred Wilson		07/31/2005	12/19/2005	Started this activity on 08/22/2005. Workgroup reviewed literature on comprehensive assessment (federal paper), different models of Family Team Meetings and reviewed psychosocial assessment tools that are being used in ldss.	
		1.1.2 Consulted with Annie E. Casey regarding the implementation of Family-to-Family	Sharon Hargrove		04/30/2005	12/19/2005	Started this activity on 11/2004. Met with Casey regarding expanding Family to Family. Casey made suggestions on how to revitalize this effort in MD. On Dec. 19 met with Casey. It was determined that due to lack of resources we are unable to meet Casey's strict requirement that we have outside facilitators. We are adopting the Casey F2F principles and requesting to work with the NRCs on developing a model	
		1.1.3 Identified Phase I Implementation Sites (Phase I Sites)--Baltimore City (South East), Cecil and Wicomico counties)	Sharon Hargrove		03/31/2005	Nov. 2004	Started activity in 11/2004. Baltimore City, Cecil and Wicomico counties were selected and have agreed.	Develop model and Provide technical assistance to the LDSS Work with NRCs on developing a model.

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		1.1.4: Defined Family-Centered Practice—review literature provided by NRC FC & PP	Donna Hornsby & Winifred Wilson		05/15/2006		Received literature from NRC.	NRC FC & PP on site March 20 and 21, 2006
		1.1.5: Researched and compared national models of Family-Centered Practice.	Donna Hornsby & Winifred Wilson		04/28/2006		Received literature from NRC.	
		1.1.6: Established key elements and strategies for FCP framework	Donna Hornsby & Winifred Wilson		05/19/2006		Draft completed and sent to locals for comments	
		1.1.7: Established key elements and strategies for FCP framework – to include team decision making, self evaluation, building community partnerships, and recruitment, development and support of resource families	Donna Hornsby & Winifred Wilson		07/23/2006		Draft completed and sent to locals for comments	
		1.1.8: Facilitated monthly meetings with Phase I Sites to discuss lessons learned as well as facilitate the planning and implementation process	S. Hargrove	02/20/2006	3/2007	Ongoing	First meeting held 02/16/2006	Next mtg: 03/20/2006 Group meets third Monday each Month
		1.1.9: Provided additional funds to Phase I Sites to assist in implementation	C. White		05/31/2006	4/26/06	Memo sent to Idss requesting proposals on how to spend funds earmarked to support Family-Centered Practice implementation	Review proposals and allocate funds

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		1.1.10: Phase I Sites developed implementation plans	S. Hargrove		06/23/2006			
		1.1.11: Phase I Sites begin implementation	S. Hargrove		07/24/2006			
		1.1.12 Continued to offer genograms training through the UM training program.	Child Welfare Academy		Ongoing	ongoing	Include in the 2006 Spring Quarterly Training	
		1.1.13: Disseminate guidelines on the use of local Flex Funds to maintain and support family connections	Child and Family Services		June 30, 2005	November 1, 2005	Circular letter #06-4 issued	
1.2	1.2: Increase supervisors' capability of using supervisory conferences to mentor and provide clinical supervision.	1.2.1: Developed clinical supervision competencies	C. White and Child Welfare Academy Staff		08/31/2006			
		1.2.2: Partnered with and Support Supervisory Program that is provided by UM SSW	C. White		04/21/2006			
		1.2.3: Meet with Child Welfare Training committee to discuss enhancing supervisor training	C. White		04/21/2006			

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1.3	1.3: Implement Concurrent Permanency Planning beginning in Phase I Sites	1.3.1: Developed procedures on the early identification of non-custodial parents—which include resources like the “Absent Parent Locator” and other resources used to locate parents	S. Hargrove		07/24/2006		Workgroup is formed and working on the early identification of all family members. It was learned that the vast majority of ldss use the absent parent locator through child support. Child Support Staff identify communication as a barrier in BCDSS (receiving timely request for search).	
		1.3.2: Worked with NRC FC & PP to conduct hands on consultation with available LDSS staff	S. Hargrove		04/28/2006		J. Felton from NRC is working with Cecil County	
		1.3.3: Developed state strategies to address barriers to implementation	S. Hargrove		06/30/2006			
1.4	1.4: Increase supports to youth in care	1.4.1: Trained available caseworkers on the IL assessing youth skills and identifying services youth need to transition into adulthood	S. Hargrove		05/31/2006		05/25/05 LDSS Independent Living coordinators trained on how to access resource info such as housing, health & pharmacy services June 3, 28, & 29 and Dec. 6-8 NRC YD trained trainers on the Casey Ansell Assessment life skill tool.	Beginning in May regional trainings will be held to train all IL staff on the Casey-Ansell Assessment tool
		1.4.2: Trained available foster parents on the IL services youth need to transition into adulthood	S. Hargrove and J. Eveland		07/31/2006		4/17/06 Regional Training on the Easter Shore for Foster Parents on Independent Living	

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		1.4.3: Trained available IL private providers on the IL services youth need to transition into adulthood	S. Hargrove			4/13/06	3/31/06 Train MARFY agencies 4/13/06 Train Children's Choice Agencies	
		1.4.4: Trained available Youth by providing an Annual Teen Conference	S. Hargrove		07/31/2005	07/09/2005	07/09/05 - 11th annual statewide teen conference - 85 youth & 45 caseworkers attended.	Next conference is being scheduled for July 2006
		1.4.5: Developed and disseminate Youth Handbook	Sharon Hargrove and Youth Advisory Board		04/30/2005	12/15/2005	6,000 Handbooks have been distributed and more are in the printing process.	
		1.4.6: Partnered with Youth Advisory Board for youth to speak at foster parent orientation groups	Sharon Hargrove and Youth Advisory Board		07/31/2006			
1.5	1.5: Increase sibling placements and connections	1.5.1: Reviewed and revise policy related to sibling placement and sibling visitation.	S. Hargrove		06/30/2006		Requirement that workers explain why siblings not placed together added to case plan 3 side 3.	Release the amended case plan and add wording to CHESSIE version
		1.5.2: Required caseworkers to document in the case record why siblings are not placed together.	S. Hargrove		04/28/2006		Requirement that workers explain why siblings not placed together added to case plan 3 side 3.	Release the amended case plan and add wording to CHESSIE version

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1.6	1.6: Increase permanency in formal kinship care	1.6.1: Held focus groups with relatives to identify barriers related to adoption and guardianship, and what supports kinship caregivers require. Groups held in 4 large KINSHIP Care jurisdictions (BCDSS, Montgomery, Anne Arundel and Howard counties).	S. Hargrove		Begin 03/01/2006 Complete by 08/31/2006		03/01/2006 focus group held in Montgomery Co.—will report in 5 th Qtr. Report	Focus groups scheduled 4/6/06 Anne Arundel 5/31/06 Howard County Baltimore City – to be scheduled
		1.6.2: Partnered with NRC FC PP to develop strategies to increase permanency for children who are in kinship care.	S. Hargrove		10/01/2006			
		1.6.3: 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.	S. Hargrove		04/31/2005	06/30/2005	The Chafee Law & the ASFA law & regulations were reviewed and it is confirmed that state policy & plan reflect the federal regulations.	<i>Completed</i>
		1.6.4: Developed Fact Sheet regarding permanency options for kin to be distributed to LCDSS and Kinship Care Resource Center				12/15/2006		

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		1.6.5: Continued to fund Kinship Care Resource Center			July 1, 2006			Working on RFP to continue funding by June 2006
		1.6.6: Held Kinship Care Conference for both formal and informal caregivers			September 29, 2006			Statewide Kinship Care conference planned for September 15, 2006.
		1.6.7: Resubmitted legislation authorizing subsidized guardianship.	Sharon Hargrove	Dec 2005	October 1, 2005	April 2006	FY 2007 Governor's budget provided funds to continue subsidized guardianship for those who participated in the wavier project as well as provided an increase in the rate	Rate increase starts July 1, 2006
1.7	1.7: Review, Revise, and develop policies that support Family-Centered Practices	1.7.1: Revised policy to ensure safety and risk issues are assessed and addressed prior to case closure and that linkages to community resources are made—disseminated any policy changes	S. Berry		08/31/2006		Workgroup formed 08/22/05 and has met six times. Reviewing policies as well as practice in the Idss.	
		1.7.2: Revised policy to require caseworker visits with parents for both in-home and out-of-home (OH) cases as well as caseworker visits with children in OHP.	S. Berry and S. Hargrove		08/31/2006	Partial complete on 02/14/2006	On 2/12/2006 policy issued on worker visits with children in out-of-home placement	Work on policy for parent visitation for in-home and out-of-home. To be completed by 4/30/06

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		1.7.3: Created contact sheet within MDCHESSIE	J. Gallagher		07/31/2005	09/31/2005	Contact sheet within CHESSIE—CHESSIE piloted in Harford County 02/14/2006	
		1.7.4: Reviewed and revise policies related to Aftercare Services and the development of aftercare service plans.	S. Hargrove		04/28/2006			Policies on aftercare services are being developed and should be completed by 4/28/06
		1.7.5: Drafted and submitted legislation to remove LTFC and PFC from State law and add APPLA.	S. Hargrove		01/01/2005	01/31/2005	<p>Start Date: Oct. 31, 2004 LTFC and PFC were removed and replaced with APPLA in State Law - House Bill 771 “Children in Out of Home Placements-Permanency Plans” effective October 1, 2005.</p> <p>Guidelines drafted and sent to LDSSs October 24, 2005. Regulations are still being drafted.</p>	

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1.8	1.8: Provide training to support Family-Centered Practice	1.8.1: Continued the Risk-Based Service Planning Training for available staff. This Training is part of competency training for staff and is offered as needed by University of Maryland. This training is included in the current training contract	Steve Berry		04/30/2005	Ongoing-we continue to hire new staff	<p>Start Date: 06/15/2005 LDSS were requested to identify all in-home services staff who has not received training. Lists are to be forwarded to SSA. UM sends training schedules to SSA and LDSS. We are still waiting response from local departments. Training continues to be provided on an ongoing basis. Curriculum reviewed by training committee and determined to be skill-based.</p> <p>Emailed LDSSs the three training dates in Dec. We received numerous inquiries for staff to attend.—see support documents</p>	Training is provided on an ongoing basis by the UM
		1.8.2: Trained available workers on using the SAFE-CGRP safety assessment for children in group care.	Sharon Hargrove & Steve Berry		11/23/2005	ongoing	<p>NRC CPS assisted in the development of SAFEC-GRP prior to PIP approval. As of 01/27/2006, 74% of out-of-home placement staff were trained statewide. BCDSS had 61% of their OHP staff trained and 15 of the 24 jurisdictions had 100% of their OHP staff trained and 3 counties had all child welfare staff trained—see support docs.</p>	Continue providing training. Training responsibilities for this course transferred from SSA program staff to UM in Fall 2006.

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		1.8.3: Provided training on the importance of sibling placement and family connections to available LDSS OHP staff as well as foster parents.	Sharon Hargrove & Judy Eveland		Three regions by 05/31/2006 Three regions by 08/25/2006			
		1.8.4: Consulted with NRC FC PP to develop/revise training for available staff and foster parents related to team decision making, self evaluation, building community partnerships, and recruitment, development and support of resource families, family engagement, family involvement, working with fathers, and family connections (i.e. family-centered practice)	S. Pettaway & Winifred Wilson		3/31/2006		NRC will be onsite Feb 22 and 23, 2006	
		1.8.5:After consultation (1.8.4), identified trainings that will be offered through the CW Training Academy and trainings that will be provided in other forums— Created a training plan	Judy Eveland		08/04/2006			

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2.1	Provide training at regional meetings for available Judiciary and attorneys on CFSR and court related issues.	2.1.1: Collaborated with Court Improvement Project and the NRC on Legal and Judicial Issues to assist with regional meetings and training.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt	November 2004	June 24, 2005	January 2005	Meetings held (11/04-01/05) in all 24 jurisdictions. Included DHR staff, LDSS staff, Agency counsel, counsel for parents and children, judges, masters permanency planning liaisons, Citizen Review Board members, and CASA persons. Topics discussed were CSFR Findings; PIP Initiative; Title IV-E issues; Best Practices-including timely notification to caregivers of hearings, early identification of parents, concurrent planning, APPLA issues, and continuance issues. Attendees/invitees included Judges, Masters, Permanency Planning Liaisons and other court personnel, attorneys, Local DSS, Local DJS, CASAs, CRB members.	
		2.1.2: DHR Staff presented as part of panel CSFR findings, Concurrent Planning, and PIP initiatives at regional meetings.		November 2004	July 1 2005	January 2005	See above	

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		2.1.3 Submitted request to regularly present at annual judges meeting (October 2005, 2006) on permanency-related issues.	Legal & Court Issues Committee– Lead Stephanie Pettaway	June 2005	Jan 30 2005	June 2006	Request submitted June 2005 Received invitation to attend October Meeting. All PIP steering committee co-chairs to include local and central staff attended the 8 th annual CANDO (Child Abuse and Neglect Dependency Options) Conference. Learned about best Practices, trained judges in permanency planning and on the CSFR. Provided judges and masters with outcomes for their counties on five of the national standards.	
		2.1.4 Submitted request to attend biennial Alternative Dispute Resolution (mediation) conference.	Legal & Court Issues Committee– Lead Stephanie Pettaway		Feb 18 2005	May 13, 2005	Attended the Biennial Alternative Dispute Resolution conference held on May 13, 2005. Conference attendees included Judges, masters, attorneys (for the Department, families and children), Citizen Review Board members, LDSS staff and DHR staff attended. Conference Focus was on evaluating, sustaining, and cultivating CINA/TPR ADR programs.	

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2.2	Develop a "Best Practices" Manual to assist the courts in establishing permanency timely in CINA, related TPR and Adoption matters. The Manual will address: Continuances; Permanency for children ages 10 and older; Early identification of parents; and other initiatives to promote timely processing of cases.	2.2.1 Convened "Best Practices" workgroup to develop standards.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt	April 2005	July 31 2005	June 2005	Best Practice Workgroup began meeting in June 2005 to create the Best Practice Manual. The workgroup consists of Judges, Masters and FCCIP Staff. The workgroup has met approximately six times to discuss what Best Practices should be included in the manual and narrowed the focus to the items identified in the attached draft Best Practice Manual.	
		2.2.2 Explored best practices for establishing timely and appropriate permanency goals	Legal & Court Issues Committee--	April 2005	Sept 30 2005	November 2005		
		2.2.3: Disseminated draft "Best Practice" Standards Manual to juvenile judges, masters and other CINA & TPR stakeholders who attended the annual CANDO conference.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt		Oct. 31, 2005	Oct 17 2005	A draft of the Best Practices Manual was distributed October 17, 2005 to stakeholders for review.	

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		2.2.4 Best Practice Standards Manual will be presented to Judges and Masters at annual CANDO conference as part of the PIP Session.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt		Oct 31 2006	Oct 18 2005	The draft Best Practices Manual was presented at the annual judicial conference on October 18, 2005.	
		2.2.5: Held forum to solicit feedback from available juvenile judges, masters and other CINA & TPR stakeholders on Best Practice Manual.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt		Sept. 30, 2005	Nov 18 2005	A Judge, a few Masters, Attorneys for children and parents, social workers, and Permanency Planning Liaisons attended the November 18, 2005 forum. Additionally, the FCCIP received written feedback from stakeholders who could not attend the forum.	
		2.2.6: Finalized and published "Best Practice" Standards for Early Identification of Parents and initiatives to promote timely processing of cases. (i.e. Hearing Checklists). Distributed electronic and hardcopies to courts.			August 2006		The FCCIP Implementation Committee decided to publish the manual in stages in order to address feedback received from stakeholders on the original draft of the manual. The first court distribution will include the following sections: One Judge, One Family; Early Identification and Location of Parents; and the Hearing Checklists.	

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		2.2.7: Finalized and published “Best Practice” guidelines Continuances/Postponements and Permanency Planning for children ages 10 and older. Distributed electronic and hardcopies to courts.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt		Oct 31 2006		The second court distribution will include the following sections to the manual: a continuance/postponement policy and permanency planning for children ages 10 and older.	
2.3	Explore ways to decrease court postponements and continuances. *The Best practice work group identified in 2.2.1 work on the entire manual	2.3.1: Explored best practices for court postponements and continuances.	Foster Care Court Improvement Project- Tracy Watkins-Tribbitt.	October 2004	July 31, 2005	Oct 2005		
		2.3.2 Best Practices workgroup developed court continuance/ Postponement policy.	Foster Care Court Improvement Project- Tracy Watkins-Tribbitt	October 2004	March 31, 2005	Oct 2005	Draft policy developed in October 2004. The draft was disseminated to judges and masters during the regional meetings. The draft Best Practices Manual includes a continuance policy. The Best Practices Manual was distributed October 17, 2005 for feedback.	

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		2.3.3: : Disseminated draft “Best Practice” Standards Manual to juvenile judges, masters and other CINA & TPR stakeholders who attended the annual CANDO conference.	Foster Care Court Improvement Project- Tracy Watkins-Tribbitt.	October 2004	Aug. 2005	October 17, 2005	The Best Practices Manual was distributed October 17, 2005 for feedback.	
		2.3.4 Compiled feedback, revised as appropriate to finalize draft, and present before Maryland Conference of Circuit Judges.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt	October 2004	August 2006	Oct 31, 2006	Best Practice Workgroup and Implementation Committee has met to consider feedback and made appropriate revisions. The FCCIP has requested to present at the next Maryland Conference of Circuit Judges session.	The Conference of Circuit Court Judges approved the FCCIP Continuance/Postponement Policy. The Policy has been disseminated to the Circuit Court for the implementation.
		2.3.5: Finalized policy published “Best Practice Guidelines”	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt		October 2006			
2.4	Improve collaboration between LDSS and judiciary system to increase appropriate and timely goals.	2.4.2: Improved CHESIE LDSS Court reports to the court through collaboration with the Court Improvement Project ,the Office of the Attorney General, and DHR			October 2005			

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		2.4.3: Revised Uniform Court Orders to address ASFA (FCCIP has committed to revising the Uniform Court Orders).	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt		Aug. 31, 2005	Feb 2006	The first revision of the Uniform Court Orders is on track to be completed by October 31, 2005. The FCCIP Statistics Oversight Committee will review the revised orders on January 12, 2006, the committee charged with the development of the Uniform Court Orders. Then the Implementation Committee will review the revised orders on January 24, 2006. Upon approval, the revised Uniform Court Orders will be distributed statewide. The revised orders incorporate AFSA exception language and new statutory provision that went in effect in 10/2005 and 1/2006. The Revised Uniform Court Orders were distributed in February 2006 and placed on the Judiciary's website.	
2.5	Promote the use of Alternative Dispute Resolution (mediation) statewide. Currently there are 5 ADR programs and 7 more in various stages of development.	2.5.1: Hosted a biennial conference on the use of ADR.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt		June 1, 2005	May 13 2005	Biennial Alternative Dispute Resolution conference held on May 13, 2005. Conference attendees included Judges, masters, attorneys (for the Department, families and children), Citizen Review Board members, LDSS staff and DHR staff attended. Conference Focus	

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							was on evaluating, sustaining, and cultivating CINA/TPR ADR programs.	
		2.5.2: Notified Courts, LDSS and other stakeholders of available Judiciary funding sources.	Foster Care Court Improvement Project (FCCIP) – Tracy Watkins-Tribbitt		April 30 2005 (ongoing)	April 2005	<p>Foster Care Court Improvement Project released a Notice of Funding Announcement (NOFA). Two jurisdictions specifically responded for an ADR program. No LDSS responded to the NOFA requesting funds for ADR programs or projects. Both jurisdictions received funding to support their ADR programs.</p> <p>Since the first CINA ADR conference in April 2003, 13 Local Jurisdictions have ADR programs implemented or are in program development for CINA & TPR cases.</p> <p>Allegany County; Anne Arundel County; Baltimore City; Baltimore County; Calvert County; Carroll County; Charles County; Frederick County; Harford County;</p>	

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							Howard County; Montgomery County; Prince George's County; St. Mary's County.	
2.6	Review and Revise as needed Maryland's CINA and TPR Appellate Process.	2.6.1: Legal intern assessed current TPR appellate process.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt	January 2006	September 2006		The FCCIP Representation subcommittee continues to confer with the Clerk of the Court of Special Appeals to improve the appellate process for CINA and TPR matters. The subcommittee has revised the Notice of Appeal Form to assist with identifying and tracking CINA and TPR appellate cases that should be on an expedited timeline. The revised Notice of Appeal form will be referred to the Implementation Committee for review and approval in January 2006. The FCCIP has a legal intern starting on January 11, 2006 that will begin tracking CINA and TPR Appellate cases to determine what barriers exist in the process.	

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		2.6.2: Consulted with NRC on legal and judicial issues.	Legal & Court Issues Committee-Stephanie Pettaway/ Foster Care Court Improvement Project -- (FCCIP)- Tracy Watkins-Tribbitt	June 2006	November 2006		FCCIP along with the Legal & Court Issues Committee will continue to assess TA needs. Upon the FCCIP Intern's completion of the appellate data review, the FCCIP Implementation Committee will be advised on recommendations to improve the appellate process for CINA and related matters.	
		2.6.3 Collaborated with Clerk of the Court of Special Appeals in examining the Appellate process.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt	December 2004	May 2005	Ongoing	The Clerk of the Court of Special Appeals is working closely with the FCCIP in examining the appellate process.	

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ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	ACTUAL COMPLETION DATE	ACCOMPLISHMENTS	NEXT STEPS
2.7	Ensure review hearings are scheduled for Baltimore City Equity Court Adoption cases not yet transferred to juvenile court.	2.7.1: Identified all cases that should have been transferred to juvenile court in 1997 that were not.	Foster Care Court Improvement Project -- (FCCIP)-Tracy Watkins-Tribbitt/ Circuit Court for Baltimore City and representatives from the Court, the Clerk's Office, the Legal Aid Bureau, and Baltimore City Department of Social Services Legal Department.		July 30, 2005	December 2005	All Equity Court case files dating back to 1983 have been reviewed and assessed to determine whether they were juvenile matters that needed review hearings. The Baltimore City Clerks' Office scheduled initial hearings for the 50 equity cases that were identified as needing review hearings on December 29, 2005. After further review it was determined that the actual number of equity cases was 78. (February 2006: 34 cases – Adoptions; 8 cases – Child aged out; 20 cases- set for follow-up hearings; 12 cases-set on review schedule; 4 cases - status is unknown).	
		2.7.2: Hearing scheduled and conducted for all identified (appropriate) children.	Circuit Court for Baltimore City and representatives from the Court, the Clerk's Office, the Legal Aid Bureau, and Baltimore City Department of Social Services Legal Department.	November 2005.	January 1, 2006	October 2005	As of October 2005, from 1983, all Equity Court cases files that were to be transferred to Juvenile Court have been reviewed and assessed. Approximately 50 cases have been identified as needing review hearings.	

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		2.7.3: FCCIP ensured cases identified in 2.7.2 where placed on docket.	Foster Care Court Improvement Project-Tracy Watkins-Tribbitt.		Sept 1, 2005	December 2005	The FCCIP attends the meetings led by the Circuit Court for Baltimore City to address this issue.	
2.8	Determine the extent to which court caseloads and resource limitations affect judicial performance.	2.8.1: Conducted phase I of judicial workload assessment.	Foster Care Court Improvement Project-Tracy Watkins-Tribbitt.		Completed	10/2004	Data Collected University of Maryland compiled the data and is analyzing data report will be completed in September 2005.	
		2.8.2: University of MD collected and analyzed data from phase I—completed a written report to FC CIP			June 30 2005	Completed		
		2.8.3: FCCIP presented phase I report to Chief Judge Bell			Sept 2005	Sept. 2005	Chief Judge Bell reviewed the results and determined that additional methodologies need to be implemented to supplement the preliminary findings.	
		2.8.4 FCCIP began Phase II of judicial workload assessment.		February 2006	December 2006		Site visits began February 2006 and the Focus Groups will begin Summer 2006.	

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		2.8.5 Conducted Focus Groups to determine the affects caseloads and resource limitations judicial performance			December 2006		Site visits began February 2006 and the Focus Groups will begin Summer 2006.	
		2.8.6 Conducted site visits to circuit courts.			December 2006			
		2.8.5: FCCIP submitted Phase II of results of the assessment to Chief Judge Bell for advisement when requesting additional judicial resources for FY 2009.			Feb 2007	Sept. 2006.		
2.9	Ensure the timely notification of caregivers to participate in hearings.	2.9.1: Issued memorandum emphasizing the importance and the requirement to notify parents and caregivers of hearings including TPR hearings.	Social Service Administration- Sharon Hargrove		May 13 2005	12/05	Standardized letter developed and distributed at regional meetings.	

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		2.9.2 Worked with Court Improvement Project to train available judges, attorneys and LDSS staff on the requirement to notify caregivers of hearings and provide them the opportunity to be heard	Social Service Administration- Sharon Hargrove		October 2006	12/05	Completed at regional meetings.	
		2.9.3 Created and issued standard letter caseworkers can use in all cases to notify caregivers	Social Service Administration- Sharon Hargrove		May 13 2005	12/05	Developed and distributed at regional meetings.	
		2.9.4 Court "Best Practices" Manual Checklist encourage courts to inquire at every appropriate hearing whether foster care parent and/or caregivers were given notice.	Foster Care Court Improvement Project (FCCIP)-Tracy Watkins-Tribbitt		April 30, 2006			

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		2.9.5 Added this matter (2.9.4) to the FCCIP Nuts and Bolts of CINA training curriculum.	Foster Care Court Improvement Project (FCCIP)-Tracy Watkins-Tribbitt		October 2006			

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ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE/	ACTUAL COMPLETION DATE	ACCOMPLISHMENTS	Next Steps
3.1	Revise QA to evaluate the quality of services and to measure the outcomes of children and families.	3.1.1: Consulted with NRC on organizational improvement to access the current QA process and to assist with QA redesign.	Quality Assurance Committee – Lead Barbara Peart	March 7, 2005	March 30 2005	Sept 2006	Redesigned QA process into an integrated 3-tiered system that incorporates a CFSR-like Review, Supervisory Review, Citizen involvement, and data from the Child Welfare Information System and other sources of data. Using baselines established during on site review.	Conduct pilot in 3 sites Conducting pilots in November 2005, December 2005 and January 2006. Using actual CFSR instrument.
		3.1.2: Negotiated with Citizen Review Board to create a streamlined review process that eliminates duplication	Quality Assurance Committee – Lead Barbara Peart	December 29, 2004	March 30 2005	Sept 2006	CRB staff and members have been a part of the design Team. Proposal for changes have been presented to the Board.	Working with the board to accept the changes to the board's review process. Board did not accept proposal
		3.1.3: Incorporated CFSR measures into the QA process	Quality Assurance Committee – Lead Barbara Peart	March 7, 2005	Apr 22 2005	Sept 2006	Maryland is using the CSFR instrument	

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		3.1.4: Trained available QA team on revised process	Quality Assurance Committee – Gloria Valentine	July 15, 2005	May 2005	October 14, 2005	New QA process developed. Determined the pilot sites. Trained 37 persons.	Develop the training curriculum Identify persons and train on new process Continue to offer training as part of in-service training.
		3.1.5: Piloted revised QA process in three jurisdictions.	Quality Assurance Committee – Gloria Valentine	December 2006	June 30, 2005	January 23, 2006	Completed pilots in Worcester County December 2005 Baltimore County January 2006 & Howard County January 2006.	
		3.1.6: Incorporated “lessons learned” from pilot sites.	Quality Assurance Committee – Gloria Valentine	December 2006	Aug 31, 2005	February 1, 2006	Requesting adjustment of date to February 2006.	Received feedback from each review made adjustments to process and training accordingly.
		3.1.7: Established baselines and PIP goals.	Quality Assurance Committee – Gloria Valentine		April 2006		Using actually CFSR instrument therefore using baselines established during on site review.	
		3.1.8: Implemented revised QA. Reviewed 4 LDSS by January 2007. Baltimore City + 3 others.	SSA-Special Services - Gloria Valentine		January 2007			

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		3.1.9: Established a feedback loop and plan for use of QA results in consultation with NRC OI.	Quality Assurance Committee – Gloria Valentine		April 2006			
		3.1.10 Based on revised QA reviews, LDSS will be required to submit local PIP to SSA based on review findings.	Quality Assurance Committee – Gloria Valentine		April 2006			
		3.1.11: SSA will monitor LDSS PIP	SSA Special Services – Gloria Valentine		June 2006 ongoing			
3.2	Create a statewide Supervisory/Peer Record Review process to Supplement QA case reviews to increase supervisors' capability of using supervisory conferences to mentor and monitor case activity related to safety, permanency, and well-being outcomes.	3.2.1: Developed supervisory instrument to be used during case consultation and worker conferences based on outcomes and practice standards.	Quality Assurance Committee – Gloria Valentine	December 2004	May 2006		QA Committee developed an instrument to be used for supervisory, peer, and stakeholder review. Instrument has been distributed for wider review & comment.	Finalize instrument and prepare for training.
		3.2.2: Included monitoring of safe case closure practices in revised/new QA case reviews.	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	

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		3.2.3 Incorporated monitoring of Risk-based Service Planning documents are complete and in the case record through the revised QA process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	
		3.2.4 Incorporated rate of repeat maltreatment, safe case closure, and service plan reviews in revised QA case review process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	
		3.2.5 Incorporated monitoring of caseworker visits with parents for both in-home and out-of-home cases requirements into revised QA case review process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	
		3.2.6 Incorporated monitoring of the use and completion of the SAFE-CGRP assessment tool into revised QA case review process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	
		3.2.7 Incorporated monitoring of Aftercare Service plans into revised QA case review process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	

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		3.2.8 Incorporated monitoring of appropriate use of APPLA in revised QA case review process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	
		3.2.9 Incorporated monitoring of documentation in the case record of why siblings are not placed together in revised QA case review process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	
		3.2.10 Incorporated monitoring use of emergency shelters in revised QA case review process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	
		3.2.11: Incorporated items/indicators related to concurrent planning into the revised QA process.	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	March 6, 2006	Included in draft instrument.	
		3.2.12: Trained available 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 Baltimore City, Prince George's Co and Charles County.	Quality Assurance Committee – Gloria Valentine	December 2004	December 2006			

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3.3	Enhance local departments' ability to self evaluate	3.3.1 Develop Local Self Assessment Process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	October 2006	Local assessment instrument developed.	
		3.3.2 : Incorporate National Standards data, Demographics, community resources and services, organizational structure, and county specific information into the local assessment process	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	October 2006		
		3.3.3 Piloted revised QA process in three jurisdictions – Worcester, Baltimore, & Howard County	Quality Assurance Committee – Gloria Valentine	December 2004	Aug. 30, 2005	January 2006	Piloted in Worcester County December 2005 Baltimore County January 2006 & Howard County January 2006.	
		3.3.4 Implemented local assessment in 6 additional LDSS by January 2007.	Quality Assurance Committee – Gloria Valentine		January 2007			
3.4	Streamline case transfer process (case flow) in Baltimore City DSS.	3.4.1: Convened workgroup to look at recommendations from Casey study regarding case flow issues.	Baltimore City DSS		Apr 30 2005	June 2005	Recommendations have been integrated into BCDSS' strategic and reorganization plans.	To implement the Strategic and reorganization plans.

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		3.4.2: Developed and implemented a streamlined process to transfer a case from one unit to another.		9/2/2005	Sept 30, 2005	11/1/04	Two sop's were developed and training done at the LJ Rally. The dates and titles of the sop's are, Continuity of Care and Case Assignment # 005-107 (11/1/04); Out-of-Home Placement Transfer Procedures #005-132 (9/2/05).	

Work Plan Detail - Priority 4 – Improve statewide access to necessary services for children and families.

ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	Actual COMPLETION DATE	ACCOMPLISHMENTS	NEXT STEPS
4.1	Ensure appropriate screening of CPS reports of non-English speaking persons by complying with the State's Limited English Proficiency (LEP) policy.	4.1.1: All available LDSS received training on "Provision of Service to Clients with Limited English Proficiency" within the past 24 months.			3/31/05	1/31/06	All available Local Department Staff were trained by the Attorney General's Office on Federal Law pertaining to LEPS and training regarding "Provision of Service to Clients with Limited English Proficiency" by OEPE	

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ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	Actual COMPLETION DATE	ACCOMPLISHMENTS	NEXT STEPS
		4.1.2: Translation resource list prepared by local departments and made available to staff.			Nov 1, 2005	3/31/06		
		4.1.3 Statewide translation service contract in place and made accessible to local staff				2/28/06	SSA Policy Memo distributed	
		4.1.4 Training on access to LEP services incorporated into Child Welfare Training Academy				2/28/06		
		4.1.5 Developed system to track the use of LEP services.						
4.2	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)	4.2.1 Identified Statewide resource development staff	Judy Eveland	May 2005	April 30, 2005	Feb 2006	SSA created a Resource Unit which provides consultation and support to local departments and providers in the area of resource development, which includes the recruitment and retention of resource families. The staff of this unit will also serve on various inter-agency and inter-departmental committees related to resource development and coordination.	

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ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	Actual COMPLETION DATE	ACCOMPLISHMENTS	NEXT STEPS
		4.2.2: Identified local recruiters and trainers assigned to LDSS	Judy Eveland	Feb 2006	July 31, 2005		Recruiters have been identified in all 24 local departments.	
		4.2.3: Used data to identify target populations and geography	Judy Eveland		July 31, 2005	November 5, 2005	Conducting geo-mapping and reviewed basic demographics of the children in group care.	Completed
		4.2.4: Consulted with AdoptUSKids and with other state agencies to revise statewide recruitment plan	Judy Eveland		Sept1, 2005	Nov. 5, 2005	Practice in place to work continuously with AdoptUSKids.	Completed
		4.2.5: Began implementing statewide recruitment plan	Judy Eveland		Oct 31 2005	Jan 1, 2006	Plan distributed to all LDSS. Work with newly formed foster parent association and public relation firm began.	

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		4.2.6 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	Judy Eveland Communications Office	Jan 2005	July 31, 2005	July 2005	Developed a plan to produced a Public Service Announcements; Partner with state cable television to air announcements; developed 800 number to capture calls for public; developed outreach; Radio, Print & Transit advertisement	
		4.2.7: Disseminated campaign material to LDSS.	Judy Eveland Communications Office	August 2005	Aug 31 2005	January 06- November 2006	Produced a Public Service Announcements; Partner with state cable television to air announcements; developed 800 number to capture calls for public; developed outreach; Radio, Print & Transit advertisement	
		4.2.7 Ensure LDSS know that children can be placed on the Maryland Adoption Exchange prior to being legally freed for adoption	Social Services Administration – Lead Stephanie Pettaway	January 2005	Apr 30 2005	1/30/04 and 08/25/04	Available local staff received training to utilize MARE and the AdoptUSKids exchanges. Local department staff has identified children in the jurisdiction who need a adoptive resource. They are currently listing them into MARE with assistance from the MARE staff.	

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		4.2.8: Identified children who have goal of adoption and who do not have an identified adoptive resource.	Stephanie		June 30, 2005	June 10, 2005	Received data from local departments 132 children with a plan for adoption and no resource identified.	
		4.2.9: Developed targeted recruitment plan with LDSS for children identified as needing an adoptive resource.	Stephanie		July 15, 2006		Part of the Resource Recruitment and Retention Plan	
		4.2.10: Identified children whose paperwork is not complete and SSA will assist in facilitating the movement of adoption papers to court.	Stephanie		July 31, 2006			
		4.2.11: Established targeted finalized adoption goals for LDSS	Social Services Administration – Lead Stephanie Pettaway		Apr 30 2005	11/30/2004	Children with a plan identified Goals were determined and disseminated to locals based on an established formula.	Completed—goals established around October every year
		4.2.12 Finalized adoptions for all cases that can be expedited.	Stephanie Pettaway		Jan 1, 2006			
		4.2.11: Refined DHR contract process for contracting with providers who will serve high-end youth and large sibling groups.	Judy Eveland		Dec 31, 2006			

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4.3	Increase support services to foster parents and formal kinship caregivers.	4.3.1: Developed a recruitment and retention plan.	Judy Eveland	Feb. 1, 2005	Oct 31 2005	November 5, 2006		Complete
		4.3.2: Created and distributed a foster parent/kinship care satisfaction survey that will be conducted bi-annually, with the results assessed by SSA for implementation of improvements, where indicated.	Judy Eveland		May 1 2006		Survey is in draft form and we are gathering feedback. Expected completion date May 1, 2006	
		4.3.3: Continue statewide in service training program for foster parents and formal kinship caregivers.	Judy Eveland Barbara Evans					
4.4	Develop guidelines for respite care services.	4.4.1: Convened workgroup to develop guidelines	Social Services Administration – Lead Sharon Hargrove	May 2005	Apr 20 2005	July 14, 2005	Guidelines completed on July 14 th .	Completed

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		4.4.2: Disseminated guidelines to LDSS, foster parents, and private providers.	Sharon Hargrove		Aug 19 2005	October 15, 2005	Distributed to the Local Departments in October	Completed
4.5	Strengthen SSA/LDSS collaboration with Maryland State Department of Education (MSDE) and local school districts	4.5.1 Presented Educational Access issues to IV B-Children's And Family Services Advisory Committee	Cathy Mols Tim Griffith		2/10/06	2/10/06	Stakeholders provided information on foster children access to education/special education services issues.	
		4.5.2: Held summit on Educational Access issues and solutions including LDSS, local education, MSDE, advocates, foster parents	Cathy Mols Tim Griffith	10/1/06	4/12/06	4/12/06	Agenda prepared and invitation sent.	
		4.5.3: Established agreement for 1-3 additional meetings to develop short and long range strategies to address educational access issues	Cathy Mols Tim Griffith		1-3 meetings by 1/31/07			
4.6	Strengthen collaboration with Department of Health and Mental Hygiene (DHMH) around access to mental health and substance abuse services.	4.6.1 Presented Mental Health and Substance Abuse Services Access issues to IV B-Children's And Family Services Advisory Committee	Cathy Mols Tim Griffith		2/10/06	2/10/06	Stakeholders provided information on foster children access to mental health services issues.	

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		4.6.2: Held summit on Mental Health Access issues and solutions including LDSS, local education, MSDE, advocates, foster parents	Cathy Mols Tim Griffith	10/1/06	4/12/06		Agenda prepared and invitation sent.	
		4.6.3: Held summit on Substance Abuse Services Access issues and solutions including LDSS, DHMH, local health officers private providers advocates, foster parents	Cathy Mols Tim Griffith	10/1/06	12/1/06			
		4.6.4: Established agreement for 1-3 additional meetings on Mental Health Access and Substance Abuse Service Access to develop short and long range strategies to address mental health /substance abuse access issues	Cathy Mols Tim Griffith		1-3 meetings by 1/31/07			

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4.7	Identify service gaps at the Local Department level (not available, quantity and quality) and develop a resource development plan.	4.7.1: Collaborated with NRC for Family-Centered Practice and Permanency Planning to conduct a Service Array assessment in three pilot jurisdictions.	Cathy Mols Tim Griffith	1/15/06	9/30/06		Telephone conference with NRC on model and plan for rollout in Maryland pilots.	Schedule on site consultation and first pilot site to include training for facilitators in the other sites.
		4.7.2: Identified and trained available staff to conduct service array assessment.		6/31/06	9/30/06		Pilot sites identified Balt City, (one district), Balt Co Worcester County	
		4.7.3: Completed pilot jurisdiction (Worcester) service array assessment and finalized results in written report.				11/30/06		
		4.7.4: Created implementation of resource development plan in pilot jurisdiction				2/07		
		4.7.5: Began process with at least 2 additional jurisdictions				12/06		Plan to do at least 3 additional Eastern Shore Counties They will be trained along with pilot sites
4.8	Identify and distribute existing directories of referral programs, which list and provide directory of services.	4.8.1 Ensured posting of all treatment foster care and group home provider resources in the DHR intranet	Carmen Brown		3/31/06	2/1/06	Fully accessible by child welfare staff	

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ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	Actual COMPLETION DATE	ACCOMPLISHMENTS	NEXT STEPS
		4.8.2.Provided link to Gov Office for Children Website to ensure access to all provider profiles where DHR foster children are placed	Carmen Brown	1/1/06	10/31/06			In progress
4.9	Eliminate barriers to cross-jurisdictional placements	4.9.1: Met with LDSS adoption staff to discuss local, state and national adoption placement resources strategies to inform that they should search for adoption placement resources not only within their counties or the state, but nation 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.	Social Services Administration – Lead Stephanie Pettaway		completed	June 30, 2004 (site visits to all 24 ldss)	Visited 24 local Departments and discussed issues related to cross jurisdictional placement and developed communication strategies	
		4.9.2: Trained available LDSS adoption staff on preparing summaries for photo-listing of waiting children (AdoptUSKids)	Social Services Administration – Lead Stephanie Pettaway	Aug 25 2004		Completed (June 1 2005)	AdoptUSKids consultant came and provided training for all locals and DHR adoption staff.	

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN**

REVISED MATRIX

Work Plan Detail - Priority 4 – Improve statewide access to necessary services for children and families.								
ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	Actual COMPLETION DATE	ACCOMPLISHMENTS	NEXT STEPS
		4.9.3: Trained available LDSS on the use of the AdoptUSKids website and on how to respond to interested families (intake). (AdoptUSKids) following training in 9 months.	Social Services Administration – Lead Stephanie Pettaway	November 30, 2004		Completed (June 1, 2005)	Adoption Exchange staff provided Train-the trainer training for 22 local department staff and 4 DHR adoption staff. Follow-up training to be scheduled.	
		4.9.4: LDSS have the ability to manage their cases, respond to families, and match their children using the AdoptUS Kids website. SSA adoption staff will monitor in partnership with AdoptUSKids children placed on the exchange	Social Services Administration – Lead Stephanie Pettaway		Feb 28 2005	02/03/05	Effective Feb. 2005 local department staff permitted to access AdoptUSKids database through MARE to register all children in local county who are legally free and need an adoptive home.	Completed
		4.9.5: SSA staff continues to register and update children on MARE	Social Services Administration – Lead Stephanie Pettaway		50 by June 30, 2006 and remaining 50 by Sept. 30, 2006		Local departments are currently identifying children with a plan of adoption that need adoptive resource and to register them in MARE database.	

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
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Work Plan Detail Goal 5 – Design evidenced-based practice strategies to enhance services and child outcomes.

ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	ACTUAL COMPLETION DATE	ACCOMPLISHMENTS	Next Steps
5.1	Provide available LDSS staff training and access to FACTS, CIS and CARES	5.1.1: Mapped out a process to streamline security clearance	Social Services Administration – Lead Phil King	July 31 2005	July 31 2005	July 2005	Developed an online form to be completed electronically and mailed to OTHS to reduce the number of forms returned due to illegibility.	Approval and distribution of form Continued monitoring and quality adjustments of system
		5.1.2: Met with IT department to discuss LDSS needs	CIS Workgroup – Lead Jim Witherspoon	completed	September 30 2004	July 2005	Met with IT to coordinate CIS and CHESSIE training	Map out a schedule for CIS training to be coordinated with CHESSIE training
		5.1.3: Created and begin implementation of plan to provide available LDSS training and access to all information systems	CIS Workgroup – Lead Jim Witherspoon	5/4/05	Mar 31 2005	July 2005	Conducted Train the Trainer training in 18 jurisdictions. Trained over 100 intake and assessment staff in Baltimore City	Continue training
		5.1.4: Identified available LDSS staff who can assist with timely data entry functions and provided training as needed.			Oct 1, 2005	October 2005	At SSA, we have increased the number of staff authorized to handle security matters for our staff to at least four, including Donna Banks, Kocina Bryant, Ina Parker and Phil King. These additional staff have greatly speeded up our internal security request processing time.	
5.2	Continue efforts for Early Release (ER) of MD CHESSIE. Early Release relates only to the Intake/Screening process	5.2.1: Began ER in three sites (Charles, Wicomico, and Queen Anne's)	MD CHESSIE Workgroup – Lead John Gallagher	January 2005	Jan 6 2005	January 5, 2005	Completed installation and are performing live data entry. Charles, Wicomico, and Queen Anne have processed 957, 922, and 210 referrals respectively, as of 6/9/05. As of 6/9/05, more than 5500 referrals have been processed in MD CHESSIE	Continue early release in local departments.

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Work Plan Detail Goal 5 – Design evidenced-based practice strategies to enhance services and child outcomes.

ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	ACTUAL COMPLETION DATE	ACCOMPLISHMENTS	Next Steps
		5.2.2: Completed Implementation in 11 LDSS including BCDSS of Early Release component	MD CHESSIE Workgroup – Lead John Gallagher	April 2005	Mar 31 2005	October 2005	24 Local Departments have MD CHESSIE installed as October 05 and are performing live data entry	
		5.2.3: Completed post-implementation and maintenance of Early Release component	MD CHESSIE Workgroup – Lead John Gallagher	June 2005	May 31 2005	October 2005	System is available and being used by 24 Local Departments including Baltimore City and Prince George’s County, the 2 largest jurisdictions regarding cases.	Pilot
5.3	Continue efforts for full operation of MD CHESSIE. MD CHESSIE will meet requirement of Statewide Information System	5.3.1 Completed training of available pilot staff.	MD CHESSIE Workgroup – Lead John Gallagher		Nov 20 2005	Feb 13, 2006		
		5.3.2 Conducted Pilot	MD CHESSIE Workgroup – Lead John Gallagher		April 30 2006	February 15, 2006	October 19 2005 Harford County celebrated it selection as the jurisdiction to pilot MD CHESSIE. On February 15, 2006 Harford County went live with full release.	Phase I Harford County Feb 2006

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Work Plan Detail Goal 5 – Design evidenced-based practice strategies to enhance services and child outcomes.

ITEM NO.	ACTION STEPS	MEASURABLE BENCHMARKS	RESPONSIBLE PERSON	START DATE	PIP DUE DATE	ACTUAL COMPLETION DATE	ACCOMPLISHMENTS	Next Steps
		5.3.3 Completed statewide implementation	MD CHESSIE Workgroup – Lead John Gallagher		Nov 30 2006			Phase II – 8 Eastern Shore Counties - June Phase III – 4 Southern Counties - July Phase IV – 6 Western Counties – August Phase V – 4 Central Counties – October Phase VI – Baltimore City - November
5.4	Enhance current tickler system that reports to LDSS and SSA children’s length of stay and any outstanding court actions.	5.4.1 Included all children who have been in care for 12 of the most recent 22 months in the LDSS monthly tickler report.	Social Services Administration – Lead Phil King	June 2005	May 2006		Changing policy to generate report more timely and to expand the scope of the report to include all children in care.	Research staff will compile a list of what court actions and permanency planning goals may be useful to track in any tickler system. Also, staff will consider the contents and timing of possible tickler reports.
		5.4.2: Reported children at their 9 and 12 month stay so caseworkers and supervisors could ensure that timelines were being met.	Social Services Administration – Lead Phil King		May 2006			

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN**

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PIP Measurement

Listed below is the PIP measurements detailed in the approved Maryland PIP. Maryland determined in the fall of 2005 to use the federal CFSR on-site review instrument and process as the model for the redesigned quality assurance system. In October 2005, the NRC on Organizational Improvement trained reviewers on the process and in December the first Maryland CFSR (MCFSR) was conducted. Two more pilot reviews were held in January 2006. The data from the three pilot reviews is still being analyzed and verified.

National Standard or Item	CFSR Finding	Goal	MCFSR
Repeat Maltreatment (NS)	8%	7.1%	*
Item 2: Repeat Maltreatment (CR)	87%	N/A	*
Item 3: Services to Prevent Removal (CR)	83%	*	*
Item 4: Risk of Harm (CR)	84%	*	*
Reunification within 12 Months	49.9%	52.32%	
Item 8: Reunification, Guardianship, Relatives (CR)	38%	*	*
Adopted within 24 Months (NS)	14.7%	17.6%	*
Item 9: Adoption (CR)	42%	*	*
Item 17: Needs/Services Child, Parents, Foster Parents (CR)	63%	*	*
Item 18: Involvement in Case Plan	71%	*	*
Item 20: Worker Visits with Parent (CR)	68%	*	*
Item 23: Mental Health of Child (CR)	69%	*	*

NS= National Standard CR= Intensive Case Record Review *Goals will be established once pilot site data is finalized