

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

Work Plan Detail – Priority 1: Research, Design and Implement a Comprehensive Assessment Process

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | NEXT STEPS |
|----------|--|---|---|---------------|-----------------|--|--|
| 2.1 | 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. | 2.1.2 Consult with Casey Family Programs regarding the implementation of Family-to-family (Phase II in Maryland) | Social Services Administration – Lead Sharon Hargrove | Nov. 2004 | June 9, 2005 | Met with Casey regarding expanding Family to Family. Casey made suggestions on how to revitalize this effort in MD. Proposal is in the review and sign off process. | Submission to Casey |
| | | 2.1.3: Identified pilot sites (Baltimore City, Cecil, Calvert, and Wicomico) | Social Services Administration – Lead Sharon Hargrove | Nov. 2004 | Nov. 2004 | Baltimore City, Calvert, Cecil and Wicomico counties were selected and have agreed. | Provide technical assistance to the LDSS |
| 2.4 | 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. | 2.4.1: Identify staff who need training on Risk-Based Service Planning. | Social Services Administration – Lead Steve Berry | June 15, 2005 | | Local departments were requested to identify all current In-Home Services staff (CPS, Family Pres., Family Services) who have not received risk-based service planning course at the U of MD. Lists are to be forwarded to DHR/SSA. Training Schedule being developed. | Review curriculum to ensure training is skill based. Ex. Director will reinforce request for list of staff when attending at monthly assistant director meeting. SSA will assess whether other child welfare staff should be added to the training list. |
| 4.2 | Revise policy to require caseworker visits with parents for both in-home and out-of-home cases. | 4.2.1 Convene workgroup to develop caseworker-parent visitation standards based on the type and goal of the case. | Social Services Administration – Lead Steve Berry and Sharon Hargrove | May 31, 2005 | | Soliciting and reviewing policies and practices from other states. | Convene workgroup |
| 5.1 | Review and revise policies related to Aftercare Services. | 5.1.1 Convene workgroup to define Aftercare Services, review COMAR and circular letters. | Social Services Administration – Lead Sharon Hargrove | May 31, 2005 | | Working with the LDSS to determine membership of the workgroup. | Finalize group membership and convene first meeting |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | NEXT STEPS |
|----------|--|--|--|----------------|-----------------|--|---|
| 6.3 | Increase support services to foster parents and formal kinship caregivers. | 6.3.1: Conduct focus groups with foster parents and formal kinship caregivers. | Social Services Administration – Lead Sharon Hargrove | March 24, 2005 | ongoing | June 18, 2005, a foster parent summit was held. The purpose of the summit was to listen to foster parents' concerns and needs, as well as, to hear from them how they would like a foster parent association to be organized. | Finalize the design of a statewide organization. Assist locals with out Foster/Adoptive parent associations in organizing. |
| | | 6.3.2: Developed a foster parent/kinship care retention plan. | Social Services Administration – Lead Stephanie Pettaway | Feb. 1, 2005 | | A draft recruitment and retention plan has been submitted to the Secretary. We are incorporating comments the Secretary requested and recommendations from the LDSS into the plan. The Secretary plans to announce the plan by July 8, 2005. | Coordinating and compiling information from all 24 local departments. Developing Action Steps |
| 7.6 | Develop and implement strategies to increase permanency in kinship care placements | 7.6.3 Review Chafee and ASFA regulations as they pertain to children who are in kinship care to ensure state policy and state plan reflects federal regulations. | Social Services Administration – Lead Sharon Hargrove | | | The Chafee Law & the ASFA law & regulations were reviewed and it is confirmed that state policy & plan reflect the federal regulations. Completed drafted regulations that strengthen state regulations on kinship Care currently in regulatory process. | Strengthen state regulations on Out-of-home Placement regulations. Conduct statewide training on the changes. |
| 10.2 | Train youth, foster care and private providers on the IL services youth need to transition into adulthood. | 10.2.3: Trained caseworkers, private providers and foster parents on providing IL services to youth. | Social Services Administration – Lead Sharon Hargrove | Jan. 12, 2005 | ongoing | 5/25/05 LDSS Independent Living coordinators trained on how to access resource info such as housing ,health | Coordinators to train local staff. SSA to Monitor |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | NEXT STEPS |
|----------|---|---|---|---------------|-----------------|---|--|
| | | | | | | <p>& pharmacy services</p> <p>6/3/05 21 LDSS caseworker from 14 jurisdictions & 10 SSA staff trained on the Casey Ansell Assessment life skill tool.</p> <p>6/28 & 6/29 - Train the trainer Independent Living Services training completed for 60 LDSS Coordinators & supervisors in 21 jurisdictions (only Caroline, Charles & St. Mary's were missing) 3 Dept of juvenile justice staff & 14 ssa central staff also trained -</p> <p>7/9/05 - 11th annual statewide teen conference - 85 youth & 45 caseworkers attended. conference in 7/06.</p> | <p>Schedule training on this tool for remaining 486 caseworkers within the next 12 months. SSA to monitor & assist.</p> <p>Those trained schedule training for their dept. within the next 12 months. SSA to monitor & assist. There are 500 caseworkers & 378 supervisor/managers total in DHR that must be trained</p> <p>Regional trainings for youth, providers & casework staff on life skill within the next 12 months as well as prepare and conduct the 12th annual teen</p> |
| | | 10.2.6: Develop and disseminate Youth Handbook | Social Services Administration – Lead Sharon Hargrove | | | Youth handbook completed. | Print and distribute |
| 10.3 | Long Term Foster Care (LTFC) and Permanent Foster Care (PFC) will be removed from the permanency planning option. | 10.3.1-2: Draft and submit legislation to remove LTFC and PFC from State law and add APPLA. | Social Services Administration – Lead Sharon Hargrove | Oct. 31, 2004 | Jan. 31, 2005 | LTFC and PFC were removed and replaced with APPLA in State Law - House Bill 771 “Children in Out of Home Placements- | Incorporate changes as reflected in House Bill 771 in regulation by 10/05, write guidelines for implementation by |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | NEXT STEPS |
|-----------------|--|---|--|-------------------|------------------------|---|--|
| | | | | | | Permanency Plans” effective October 1, 2005. | 8/31/05 and conduct statewide training on all 778 caseworkers & supervisors in the next 12 months |
| 13.5 | Implement a policy of one worker per family case – primarily an issue in Baltimore City. | 13.5.1: Convene Workgroup of LDSS and SSA staff to make recommendations re: one worker per family exceptions and how to transition cases. | Social Services Administration – Lead Donna Hornsby | May 31, 2005 | | One worker per family (when appropriate) is in Baltimore City’s Strategic Plan. The City has begun identifying sibling groups in out-of-home care and transitioning these families to one worker. As new cases are opened these cases are assigned to one worker. | Continue to identify siblings groups and then other cases both in and out of home that need re-assignment to one worker. |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

Work Plan Detail - Priority 2 – Improved legal and court processes will support and facilitate timely permanency for children.

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|--|---|---|-------------------|---|--|--|
| 7.1 & 27.1 | Provide training and regional meetings for Judiciary and attorneys on CFSR and court related issues. | 7.1.1: Collaborate with Court Improvement Project and the NRC on Legal and Judicial Issues to assist with regional meetings and training. | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | November 2004 | Last Regional meeting held 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. | |
| | | 7.1.3 Submit request to regularly present at annual judges meeting on permanency-related issues. | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | | June 2005 | Request submitted June 2005 Received invitation to attend October Meeting. | Presenting information on change management process and PIP at Annual Meeting on October 18, 2005. |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|---|---|---|-------------------|---------------------------|---|--|
| | | 7.1.4 Submit request to attend biennial Alternative Dispute Resolution (mediation) conference. | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | | 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. | |
| 7.2 | Develop a "Best Practices " Standard for CINA and related cases to establish clear expectations regarding permanency. The Foster Care Court Improvement Project is the lead for this action step. | 7.2.1 Convene workgroup to develop standards for use when establishing permanency goals for all children in care especially children ages 10-16 | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | April 2005 | | The FCCIP has recruited the Judges and Masters from throughout the state to participate on the best practice workgroup. | develop standards for use when establishing permanency goals |
| | | 7.2.2 Identify local and national best practices for establishing timely and appropriate permanency goals | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | April 2005 | | The FCCIP has recruited the Judges and Masters from throughout the state to participate on the best practice workgroup. | The chief Judge and other FCCIP staff and Judges along with the SSA Executive Director will travel to Minnesota in September to a conference which will share National Best practices. |
| 7.3 & 27.3 | Explore ways to decrease court postponements and continuances. | 7.3.4 Convene workgroup to develop court continuance policy. | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | October 2004 | Anticipated July 31, 2005 | Draft policy developed in October 2004. The draft was disseminated to judges and masters during the regional meetings. | Working the FCCIP Implementation committee to get the policy adopted statewide |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|--|--|---|-------------------|------------------------|--|---|
| 7.5 & 27.8 | Promote the use of Alternative Dispute Resolution (mediation). Currently there are 5 ADR programs and 7 more in various stages of development. | 7.5.1: Host a biennial conference on the use of ADR. | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | | 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 was on evaluating, sustaining, and cultivating CINA/TPR ADR programs. | |
| | | 7.5.2: Identify funding sources, assist LDSS and courts in applying for funding by providing TA. | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | | April 2005 | Foster Care 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. | |
| 9.5 | Review and Revise as needed Maryland's CINA and TPR Appellate Process. | 9.5.1: Assess current TPR appellate process. | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | March 2005 | | The FCCIP Representation subcommittee has had several meetings with the Clerk of the Court of Special Appeals to discuss ways to review and improve the appellate process for CINA and TPR matters. The meetings have garnered a few initiatives that may improve the appellate | Developing staff resources to support effort Plan to hire the beginning of the school semester in the Fall. |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|---|---|---|-------------------|------------------------|---|---|
| | | | | | | processing of CINA & TPR cases. The Clerk of the Court of Special Appeals is working closely with the FCCIP in examining the appellate process. | |
| | | 9.5.2: Consult with NRC on legal and judicial issues. | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | | | FCCIP continues to assess TA needs. | |
| | | 9.5.3 Met with appellate judges to review TPR appellate process. | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | December 2004 | | The FCCIP subcommittee as met with the Clerk of the Court of Special Appeals in December 2004, February and May 2005 to review the process. A few initiatives have been garnered that may improve the appellate processing of CINA and TPR cases. | At this time, the FCCIP does not deem it necessary to meet with appellate judges to review the process. The Clerk of the Court of Special Appeals is working closely with the FCCIP in examining the appellate process. |
| 27.9 | Determine the extent to which court caseloads and resource limitations effect judicial performance. | 27.9.1-2 &4: Conduct judicial workload assessment. University of MD to analyze data and complete written report. Chief Judge Bell to request additional resources for juvenile courts for FY 2006 | Foster Care Court Improvement Project Committee – Lead Stephanie Pettaway | October 2004 | January 1, 2005 | Data Collected University of Maryland compiled the data and is analyzing data report will be completed in September 2005. | Report will be submitted to Chief Judge for review and input for his 2007 Budget request. |
| 29.1 | Ensure the timely notification of caregivers to participate in hearings. | <ul style="list-style-type: none"> Issue memorandum emphasizing the importance and the requirement to notify parents and caregivers of hearings including TPR | Social Service Administration- Sharon Hargrove | | | Standardized letter developed and distributed at regional meetings. | Working with LDSS to revise practice. Incorporating into the QA process. Agenda item for local Foster Parent Association Meetings. |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|----------|--------------|--|--------------------|------------|-----------------|-----------------|------------|
| | | hearings. <ul style="list-style-type: none"> • Work with FCCIP to train judges , attorneys and LDSS staff on the requirement to notify caregivers of hearings and provide them the opportunity to be heard • Create and issue standard letter caseworkers can use in all cases to notify caregivers | | | | | |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

Work Plan Detail - Priority 3 – Design and implement a quality assurance system to evaluate the quality of services and measure outcomes for children and families.

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|--|---|---|-------------------|------------------------|---|---|
| 7.7 & 24.1 | Enhance current tickler system that reports to LDSS and SSA children's length of stay and any outstanding court actions. | Include 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 | | 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. |
| 13.6 | Streamline case transfer process (case flow) in Baltimore City DSS. | Convene workgroup to look at recommendations from Casey study regarding case flow issues. | Social Services Administration – Lead Donna Hornsby | Aug. 26, 2005 | ongoing | Recommendations have been integrated into BCDSS' strategic and reorganization plans. | To implement the strategic and reorganization. |
| 31.1 | Revise QA to evaluate the quality of services and to measure the outcomes of children and families. | 31.1.1: Consult 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 | July 7, 2005 | 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. | Conduct pilot in 3 sites Establish PIP baselines |
| | | 31.1.2: Negotiate with Citizen Review Boards to create a streamline review process that eliminates duplication | Quality Assurance Committee – Lead Barbara Peart | December 29, 2004 | | 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. |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|---------------------|---|--|-------------------|------------------------|---|--|
| | | 31.1.3: Incorporate CFSR measures into the QA process | Quality Assurance Committee – Lead Barbara Peart | March 7, 2005 | July 7, 2005 | Please see 31.1.1 and 31.1.2 above | |
| | | 31.1.4: Train QA team on revised process | Quality Assurance Committee – Lead Barbara Peart | July 15, 2005 | | New QA process developed. Determined the pilot sites. | Develop the training curriculum Identify persons and train on new process |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

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 | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|--|---|--|-------------------|------------------------|---|--|
| 2.6 | Ensure appropriate screening of CPS reports of non English speaking persons by complying with the State's Limited English Proficiency (LEP) policy. | 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 submit names to SSA. | Social Services Administration – Lead Craig Adams | | | DHR's Office of Employment and Program Equity (OEPE) is currently in the progress of providing refresher training to the LDSS on the Department's LEP policy. | Coordinate with OEPE and the LDSS to identify and schedule refresher training for CPS workers. |
| 6.2 & 9.6 | 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 | Social Services Administration – Lead Stephanie Pettaway | May 2005 | | Received approval to hire | Identifying recruiting resources Developing a survey for LDSS regarding the family resource needs |
| | | 9.6.1: Ensure LDSS know that children can be placed on the Maryland Adoption Exchange and AdoptUSKids prior to being legally freed for adoption | Social Services Administration – Lead Stephanie Pettaway | January 2005 | | Locals 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. | Ongoing assistance being provided to LDSS to ensure all children are referred MARE |
| | | 9.6.2: Identify children who are goal of adoption | Social Services Administration – Lead Stephanie Pettaway | | June 10, 2005 | Data run of all children with a plan done. Local department staff identified the children whose plan continued to be adoption and corrected that in our Information System. Additionally, staff identified which children needed a family | Conducting new data run |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|---|--|--|-------------------|------------------------|---|--|
| | | 9.6.7: Establish targeted finalized adoption goals for LDSS | Social Services Administration – Lead Stephanie Pettaway | | June 2005 | Children with a plan identified | Goal to be established in July |
| 6.4 | Develop guidelines for respite care services. | 6.4.1: Convened workgroup to develop guidelines | Social Services Administration – Lead Sharon Hargrove | May 2005 | | Draft guidelines completed and in the sign-off process | After sign-off forward to steering committee and distribute to LDSS. projected finalization date is 8/30/05 |
| 6.10 | Strengthen policy that defines limited use of emergency shelter placements | 6.10.1: Convened workgroup to draft policy | Social Services Administration – Lead Sharon Hargrove | May 31, 2005 | | Work group has been convened | Group will examine policies applicable to shelter and LDSS practices. Cross reference to the proposed process for 6.4.1 on Respite Care issues and 6.26 regarding building incentives to serve unmet or challenging needs. |
| 21.1 | Strengthen SSA/LDSS collaboration with Maryland State Department of Education (MSDE) and local school districts | 21.1.1: Present educational issues to Subcabinet Partnership Team (SPT). | Social Services Administration Wayne Stevenson | | | As of July 1, 2005, the SPT will no longer exist due to legislation. Governor's Office of Children was established by Executive Order | Work to establish relationship with new office and PIP as a standard agenda item |
| | | 21.1.6: Request that OAG meet with local school attorneys to discuss the barriers workers are facing in obtaining educational information and services | Social Services Administration – Lead Steve Berry | June 15, 2005 | June 20, 2005 | Request via email made to OAG. Request also included a suggestion that the OAG and SSA meet to discuss issues prior to any meeting with school attorneys. Attorney assigned to work with SSA. | Meet with OAG to develop strategy for working with the schools |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|---|---|--|-------------------|------------------------|--|--|
| | | 21.1.7: Meet with Board of School Commissions to discuss the educational needs of children and the barriers LDSS are facing in meeting those needs | Social Services Administration – Lead Sharon Hargrove | May 31, 2005 | | Work group determined the best method to achieve is to work through the Governor’s Office of Children. | Work to establish relationship with new office and PIP as a standard agenda item |
| 45.1 | Eliminate barriers to cross-jurisdictional placements | 45.1.1: Meet with LDSS adoption staff to discuss local, state and national adoption placement resources strategies | Social Services Administration – Lead Stephanie Pettaway | | June 30, 2004 | Visited 24 local Departments and discussed issues related to cross jurisdictional placement and developed communication strategies | Monitor LDSS activities |
| | | 45.1.2: Train LDSS adoption staff on preparing summaries for photo-listing of waiting children (AdoptUSKids) | Social Services Administration – Lead Stephanie Pettaway | | August 2004 | AdoptUSKids consultant came and provided training for all locals and DHR adoption staff. | Monitor and access LDSS progress |
| | | 45.1.3: Train LDSS on the use of the AdoptUSKids website and on how to respond to interested families | Social Services Administration – Lead Stephanie Pettaway | | November 30, 2004 | Adoption Exchange staff provided Train-the trainer training for 22 local department staff and 4 DHR adoption staff | AdoptUSKids will conduct follow-up training in late winter |
| | | 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 | Social Services Administration – Lead Stephanie Pettaway | | April 2005 | Effective April 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. | Continue to monitor |
| | | 45.1.5: SSA staff continues to register and update children on MARE | Social Services Administration – Lead Stephanie Pettaway | | April 2005 | Local departments are currently identifying children with a plan of adoption that need adoptive resource and to register them in MARE database. | Continue to monitor and update |
| | | 45.1.6: Enhance MARE to ensure better LDSS accessibility and increase user friendliness | Social Services Administration – Lead Stephanie Pettaway | | | | New server purchased. |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

Work Plan Detail Goal 5 – Design and implement a Statewide Automated Child Welfare Information System.

| ITEM NO. | ACTION STEPS | MEASURABLE BENCHMARKS | RESPONSIBLE PERSON | START DATE | COMPLETION DATE | ACCOMPLISHMENTS | Next Steps |
|-----------------|---|--|---|-------------------|------------------------|--|---|
| 24.2 | Provide LDSS training and access to FACTS, CIS and CARES | 24.2.1: Streamline security clearance process | Social Services Administration – Lead Phil King | | | 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 |
| | | 24.2.2: Meet with IT department to discuss LDSS needs | CIS Workgroup – Lead Jim Witherspoon | | | Met with IT to coordinate CIS and CHESSIE training | Map out a schedule for CIS training coordinated with CHESSIE training |
| | | 24.2.3: Create and begin implementation of plan to provide LDSS training and access to all information systems | CIS Workgroup – Lead Jim Witherspoon | 5/4/05 | 6/3/05 | Conducted train the trainer training in 18 jurisdictions. Trained over 100 intake and assessment staff in Baltimore City | Continue training |
| 24.5 | Continue efforts for Early Release (ER) of MD CHESSIE. Early Release relates only to the Intake/Screening process | 24.5.1: Begin ER in three sites (Charles, Wicomico, and Queen Anne’s) | MD CHESSIE Workgroup – Lead Donald Carter | January 2005 | March 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. |
| | | 24.5.2: Implementation in 11 LDSS including BCDSS of Early Release component | MD CHESSIE Workgroup – Lead Donald Carter | April 2005 | June 2005 | 11 Local Departments have MD CHESSIE installed as June 05 and are performing live data entry | Continue early release in local departments. |
| | | 24.5.3: Complete post-implementation and maintenance of Early Release component | MD CHESSIE Workgroup – Lead Donald Carter | June 2005 | Ongoing | System is available and being used by 11 Local Departments including Baltimore City and Prince George’s County, the 2 largest jurisdictions regarding cases. | Continue early release in local departments. |

**MARYLAND CHILD AND FAMILY SERVICES REVIEW
PROGRAM IMPROVEMENT PLAN 1ST QUARTERLY REPORT**

MATRIX

GOALS FOR PROGRESS TOWARDS NATIONAL STANDARDS

SAFETY

- Children are first and foremost, protected from abuse and neglect.
- Children are safely maintained in their home whenever possible and appropriate.

Repeat Maltreatment

| | |
|---|-------------|
| National Standard for Repeat Maltreatment | 6.1% |
| Maryland's CFSR performance | 8.0% |
| Maryland's PIP Goal | 7.1% |
| Maryland Year One PIP performance | |
| Maryland Year Two PIP performance | |

PERMANENCY

- Children have permanency and stability in their living situations.
- The continuity of family relationships and connections for children is preserved.

Reunification Within Twelve Months

| | |
|---|---------------|
| National Standard for Reunifications within 12 months | 76.2% |
| Maryland's CFSR performance | 49.9% |
| Maryland's PIP Goal | 52.32% |
| Maryland Year One PIP performance | |
| Maryland Year Two PIP performance | |

Adoptions Within Twenty-Four Months

| | |
|--|-------|
| National Standard for Adoptions within 24 months | 32.0% |
| Maryland's CFSR performance | 14.7% |
| Maryland's PIP Goal | 17.6% |
| Maryland Year One PIP performance | |
| Maryland Year Two PIP performance | |