

**MARYLAND CHILD AND FAMILY SERVICES REPORT  
2010-2014**

**WORK PLAN**

<b>Work Plan Detail</b>						
<b>ITEM NO.</b>	<b>ACTION STEPS</b>	<b>MEASURABLE BENCHMARKS</b>	<b>RESPONSIBLE PERSON</b>	<b>IV B OUTCOME</b>	<b>ACCOMPLISHMENTS</b>	<b>NEXT STEPS</b>
1	Implement all aspects of the Family-Centered Practice	1.1 Complete FCP Training in Baltimore City	Karen Powell CWTA	Safety Permanence Well Being		
		1.2 Complete FCP Training in Western Region (5 counties)	LDSS Training Coordinators	Safety Permanence Well Being		
		1.3 Complete FCP Training in Sothern Region (3 counties)		Safety Permanence Well Being		
		1.4 Complete FCP Training in Lower-shore Region (4 counties)		Safety Permanence Well Being		
		1.5: Complete FCP Training in Mid-shore Region (4 counties)		Safety Permanence Well Being		
		1.6: Complete FCP Training in Central Region (4 counties)		Safety Permanence Well Being		
		1.7: Complete FCP Training in Northern Region (3 counties)				

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		1.7: Develop Local Implementation plans and provide technical assistance	Local Directors Karen Powell	Safety  Permanence  Well Being		
		1.8: Provide technical assistance to train-the – trainers from private agencies	CWTA  Karen Powell	Safety  Permanence  Well Being		
		1.9: Overview of FCP provided to community partners, other state agencies, bio parents, legal guardians, relatives, resource home providers	Carnitra White Karen Powell Local Directors	Safety  Permanence  Well Being		
		1.10: Develop Evaluation of Family Centered Practice	University of MD	Safety  Permanence  Well Being		
2	Implement New Model for Integrated In-home Services	2.1: Draft COMAR	Steve Berry	Safety  Permanence		

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		2.2: Assess training needs and changes to CHESSIE	Steve Berry David Ayer	Safety Permanence		
		2.3: Implementation, Training, update CHESSIE	David Ayer Steve Berry	Safety Permanence		
		2.4: Evaluate Program	David Ayer Steve Berry	Safety Permanence		
3	Enhance use of Structured Decision Making	3.1: Review analysis of current use of tool	Steve Berry Debbie Ramelmeier	Safety Well Being		
		3.2: Make adjustments to practice based on finding	Steve Berry Debbie Ramelmeier	Safety Well Being		
		3.3: Continue to monitor Practice	Steve Berry Debbie Ramelmeier	Safety Well Being		
		3.4: Evaluate outcomes	Steve Berry David Ayer Linda Cater	Safety Well Being		
4	Enhance and Develop State Post Permanency Services.	4.1: Implement post-adoption services pilot	Debbie Ramelmeier	Permanence		
			Jill Talyor	Well Being		

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		4.2: Track, compile, and analyze data from pilot program	Debbie Ramelmeier Jill Talyor	Permanence Well Being		
		4.3: Assess what services are being provided	Assistant Directors	Permanence Well Being		
		4.4: Develop comprehensive statewide practice model	Post-Permanency Workgroup	Permanence Well-Being		
		4.5: Identify funding streams	Post-Permanency Workgroup	Permanence Well-Being		
		4.6: Implement practice model	LDSS Assistant Directors	Permanence Well-Being		
		4.7: Assess integration into Care Management Entity	Debbie Ramelmeier Jill Talyor	Permanence Well-Being		
5	Implement State and local policy and practice for kinship care	5.1: Develop Comprehensive Statewide kinship care practice model	Debbie Ramelmeier Jill Talyor	Permanence Well-Being		

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		5.2: Identify funding streams	Carnitra White	Permanence Well-Being		
		5.3: Implement practice model	Debbie Ramelmeier Jill Talyor	Permanence Well-Being		
		5.4: Develop Website	Debbie Ramelmeier Jill Talyor	Permanence Well-Being		
		5.6 Revise IV-E plan to include federal Subsidize Guardianship program	Debbie Ramelmeier Emmanuel Okororie	Permanence Well-Being		
		5.7 Revise State Subsidize Guardianship Policy to align with federal requirements	Debbie Ramelmeier Jill Talyor	Permanence Well-Being		
6	Expand Services for Transitional Age Youth	6.1: Research Best Practices	Transitional Age Youth Coordinator  Atlantic Coast Child Welfare Implementation Center	Permanence Well- Being	Received T/A grant from Atlantic Coast Implementation Center for Individualized Implementation Project 5/09 to begin 10/09	

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		6.2: Assess the current services and identify gaps	Transitional Age Youth Coordinator  Transitioning Youth Workgroup	Permanence  Well-being		
		6.3: Develop comprehensive statewide practice model for youth engagement	Transitional Age Youth Coordinator  Transitioning Youth Workgroup	Permanence  Well-being		
		6.4: Implement comprehensive statewide practice model for youth engagement	Transitional Age Youth Coordinator  Transitioning Youth Workgroup	Permanence  Well Being		
		6.5 Develop services identified as needed	Kevin Keegan  LDSS Directors	Permanence  Well Being		
		6.6 Revise IV-E plan to include federal reimbursement for youth in care 18-21	Debbie Ramelmeier  Emmanuel Okororie	Permanence  Well Being		
7	Transitioning Youth to Families	7.1: Develop policy for Transitioning youth to families.	Debbie Ramelmeier	Permanence  Well Being		

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		7.2: Evaluate demonstration sites	University of MD	Permanence Well-being		
		7.3: Begin implementation with Phase II sites	Carnitra White Debbie Ramelmeier Casey Strategic Consulting Goup	Permanence Well-being		
		7.4: Develop a phase in plan with all other LDSS	Carnitra White Debbie Ramelmeier Casey Strategic Consulting Goup	Permanence Well-being		
		7.5: Evaluate Outcomes	University of MD			
		7.6: Develop reinvestment strategies	Carnitra White	Permanence Well Being		
8	Implementation of Level of Care/Service Intensity Assessments (CANS)	8.1: Implementation for Treatment Foster Care Providers	Kevin Keegan	Permanence Well Being		
		8.2: Implementation for Family Foster Care	Kevin Keegan	Permanence Well Being		

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9	Standardize Practice among Treatment Foster Care Providers	9.1: Establish Standards of Practice	Kevin Keegan Carmen Brown	Permanence Well Being		
		9.2: Draft revised Child placement regulations	Carmen Brown	Permanence Well Being		
		9.3: Provide Training	Kevin Keegan	Permanence		
			Carmen Brown	Well Being		
		9.4: Monitor compliance with regulations and policy	Carmen Brown	Permanence Well Being		
10	Create a Statewide DHR Resource Development Plan Aligned with Placement Needs to include Community Based Services	10.1: Analysis of Results – Issuance of revised DHR Statement of Need and regulations to be written in conjunction with DJS and GOC. SSA’s part of the Children’s State Resource Plan	Kevin Keegan David Ayer	Permanency Well - being		
		10.2: Initiate a process to create this plan, relying on data collected	Kevin Keegan	Permanency Well being		
		10.3: Analyze local service array plans to determine gaps in service.	Kevin Keegan Nancy Blackwell	Permanence Well Being		

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		10.4: Network with community services to address and fill the gaps in service	Directors/Assistant Directors	Permanence Well Being		
		10.5: Seek foundation support to seed resources needed; and with sister agencies in Children's Cabinet to develop resources.	Kevin Keegan	Permanence Well-Being		
		10.6: Develop a reinvestment strategy which takes the savings from "high-end" placements and redirects the saved funds to afford more community based, flexible services.	Secretary Donald/ Carnitra White	Permanence Well Being		
11	Identify and Implement Opportunities to Improve the Process of Becoming a Foster Parent	11.1: Evaluate and improve the pre-service training for resource parents	Kevin Keegan	Permanence Well- being		
		11.2: Consider expedited approval for Kin	Kevin Keegan	Permanence Well- being		

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		11.3: Involve youth in orientation/training process	Kevin Keegan	Permanence Well- being		
		11.4: Partner with DHMH to increase consistency with Health Inspection process statewide	Kevin Keegan	Permanence Well- being		
12	Develop SSA capacity to monitor contracts for performance outcomes.	12.1: Work with the consultant to rewrite current contracts into performance based contracts	Richard Larson Nancy Blackwell	Permanence Well- being		
		12.2: Obtain provider input into new contract	Richard Larson Nancy Blackwell	Permanence Well- being		
		12.3: Decision paper to Secretary regarding performance outcomes to include whether to phase in roll out or all at once	Richard Larson Nancy Blackwell	Permanence Well- being		
		12.4: Consultant to write new contract	Richard Larson Nancy Blackwell	Permanence Well- being		

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		12.5: Meet with providers at IRC Budget Preparation meeting to present new contract requirements	Richard Larson Nancy Blackwell	Permanence Well- being		
		12.6: Review of contract and finalization	Richard Larson Nancy Blackwell	Permanence Well- being		
		12.7: Meet with providers to discuss new contract and to review information they need to have to be able to have their contracts processed	Richard Larson Nancy Blackwell	Permanence Well- being		
		12.8: Develop Methodology for assessment	Richard Larson Nancy Blackwell	Permanence Well- being		
13	Assess and revise DHR's Quality Assurance practices.	13.1: Complete an internal assessment of QA practices.	Linda Carter Shirley Brown	All		

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		13.2: Meet with University of Maryland School of Social Work, local departments, external stakeholders, and federal TA providers to develop revised QA practices.	Linda Carter Shirley Brown	All		
		13.3: Submit new QA policies, procedures, and assessments to SSA Executive staff for approval.	Linda Carter Shirley Brown	All		
		13.4: Present revised QA practices to LDSSs, and implement in pilot sites, as appropriate (some aspects, such as PIP monitoring, may be implemented statewide).	Linda Carter Shirley Brown	All		
		13.5: Evaluate effectiveness of new QA practices; revise if needed.	Linda Carter Shirley Brown	All		
		13.6: Implement new QA practices statewide.	Linda Carter Shirley Brown	All		

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14	Improve Quality of Data	14.1 Complete tasks outlined in the AFCARS ASSESSMENT REVIEW IMPROVEMENT PLAN	Carnitra White David Ayer Local Department Directors, Assistant Directors, Supervisor, Case Workers			
15	Improve Compliance with IV-E Regulations	15.1 Complete tasks outlined in the IV-E Improvement Plan	Carnitra White Debbie Ramelmeier Emmanuel Okororie Local Department Directors, Assistant Directors, Supervisor, Case Workers, IV-E Specialist			
16	Implement National Youth Transitioning Data base	16.1 Establish project team	David Ayer  Carnitra White			
		16.2 Establish timelines	David Ayer  Carnitra White			
		16.3 Conduct Gap analysis to gather baseline data	David Ayer  Carnitra White			
		16.4 Develop strategy Conducting survey	David Ayer  Carnitra White			

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		16.5 Development of action Plan	David Ayer Carnitra White			
17.	Ensure compliance with the Indian Child Welfare Act (ICWA)	17.1 Establish communication with the Maryland Commission on Indian Affairs (MCIA)	Carnitra White Debbie Ramelmeier	All		
		17.2 Establish quarterly meeting with MCIA regarding Child Welfare issues	Carnitra White Debbie Ramelmeier			
		17.3 : Establish communication plan and contact with Tribal Organizations	Carnitra White Debbie Ramelmeier			