



## LJ v. Massinga Reporting: **Measure 38**

### Internal Success

Measure #	Measure
<b>38</b>	Number of emergency foster homes on retainer and the number of beds available in each home
	<b>Key Data</b>
<b>Source</b>	CJAMS
<b>Data</b>	BCDSS local department home providers with a placement structure of emergency foster homes as found in the resource parent provider record identifying the number of approved beds along with any payments to these resource parent providers identified as "retainer fees."
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	
<b>Measurement</b>	Number of Emergency Foster Home Beds Number of Emergency Foster Home Beds receiving retainer payment
<b>Exclusion(s)</b>	N/A
<b>Report Calculation Methodology</b>	BCDSS local department homes with a placement structure of emergency foster homes will be identified along with the number of beds available in each.  Any retainer payments will be identified through the payments made to these homes as documented in the provider record.
<b>Exit Standard Criteria</b>	N/A

	Source/Criteria
<b>L.J. Consent Decree</b>	LJ v. Massinga, Modified Consent Decree (MCD), pg. 19
	<p>3. DHR/BCDSS shall maintain a continuum of placements reasonably calculated to assure that each child is placed in the least restrictive placement for that child.</p> <p>a. Definition: The continuum shall include the types and quantities of placements determined by the needs assessment including emergency foster homes.</p> <p>b. Internal Success Measures:</p> <p>(1)...</p> <p>(2) Number of emergency foster homes on retainer and the number of beds available in each home.</p>
<b>Federal Law &amp; Reg (including CFSR)</b>	N/A
<b>State Law</b>	N/A
<b>State Regulations</b>	<p>COMAR 07.02.11.31 State Standards for Out-of-Home Placement under the Direct Supervision of a Local Department.</p> <p>(A. - I.)</p> <p>J. Retainer Fee. Foster parents who are approved as emergency foster homes may be paid a separate retainer fee, contingent on availability of funds, in accordance with State guidelines.</p>
<b>SSA Policy</b>	SSA-CW #19-16: Guidelines for Foster Care Board Rate and Expenditures
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: **Measure 49**

### Internal Success

Measure #	Measure
<b>49</b>	Number of Special Support team positions funded by the Department by type.
	<b>Key Data</b>
<b>Source</b>	<ul style="list-style-type: none"> <li>Human Resources - Names, qualifications, job duties and dates of employment)</li> <li>BCDSS Administration - See above, plus dates of availability to BCDSS of contract specialists</li> </ul>
<b>Data</b>	<ol style="list-style-type: none"> <li>List of available specialists by subject matter area, names, resumes, unit assignments, MS-22 (scope of work), dates of employment.</li> <li>If includes contractual staff, copy of contract(s) and scope of work.</li> <li>Documentation that staff is not carrying cases when acting as specialists</li> </ol>
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	<ul style="list-style-type: none"> <li>By agreement of the parties, “employ a staff of specialists” includes obtaining the services of individuals with specialized experience and/or knowledge whose services are available to caseworkers and supervisors by contract with BCDSS/DHS.</li> <li>“Specialists” includes but is not limited to individuals with knowledge and experience in substance (alcohol and drug) abuse services; mental health services; developmental disabilities; independent living; housing; and education services, including special education.</li> <li>These specialized staff shall not have individual case responsibility or perform routine casework functions but will assist casework staff in identifying ,locating and obtaining resources.</li> </ul>
<b>Measurement</b>	A list of Special Support team positions funded by the Department, by type.
<b>Exclusion(s)</b>	N/A

<b>Report Calculation Methodology</b>	The Program Manager for Court Processes will review the list and provide to Innovations. Innovations will conduct a hand-count at the conclusion of each reporting period and maintain the record..
<b>Exit Standard Criteria</b>	N/A - Internal Success Measure
<b>Source/Criteria</b>	
<b>L.J. Consent Decree</b>	LJ v. Massinga, Modified Consent Decree (MCD), pg. 22
	<p>6. BCDSS shall employ a staff of specialists to provide technical assistance to caseworkers and supervisors for cases that require specialized experience and/or knowledge.</p> <p>a. Definitions:</p> <p>(1) "Specialists" include but are not limited to staff with knowledge and experience in substance (alcohol and drug) abuse services; mental health services; developmental disabilities; independent living; housing; and education services, including special education.</p> <p>(2) These specialized staff shall not have individual case responsibility or perform routine casework functions but will assist casework staff in identifying, locating and obtaining resources.</p> <p>b. Internal Success Measures:</p> <p>(1) Number of Special Support team positions funded by the Department, by type.</p> <p>(2) ...</p> <p>(3) ...</p>
<b>Federal Law &amp; Reg (including CFR)</b>	N/A
<b>State Law</b>	N/A
<b>State Regulations</b>	N/A

<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: **Measure 50**

### Internal Success

Measure #	Measure
<b>50</b>	Number of Special Support positions filled, by type.
	<b>Key Data</b>
<b>Source</b>	<ul style="list-style-type: none"> <li>Human Resources - Names, qualifications, job duties and dates of employment)</li> <li>BCDSS Administration - See above, plus dates of availability to BCDSS of contract specialists</li> </ul>
<b>Data</b>	<ol style="list-style-type: none"> <li>List of available specialists by subject matter area, names, resumes, unit assignments, MS-22 (scope of work), dates of employment.</li> <li>If includes contractual staff, copy of contract(s) and scope of work.</li> <li>Documentation that staff is not carrying cases when acting as specialists.</li> </ol>
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	<ul style="list-style-type: none"> <li>By agreement of the parties, “employ a staff of specialists” includes obtaining the services of individuals with specialized experience and/or knowledge whose services are available to caseworkers and supervisors by contract with BCDSS/DHS.</li> <li>“Specialists” includes but is not limited to individuals with knowledge and experience in substance (alcohol and drug) abuse services; mental health services; developmental disabilities; independent living; housing; and education services, including special education.</li> </ul>
<b>Measurement</b>	A list of Special Support positions filled, by type.
<b>Exclusion(s)</b>	N/A
<b>Report Calculation Methodology</b>	The Program Manager for Court Processes will review the list and provide to Innovations. Innovations will conduct a hand-count at the conclusion of each reporting period and maintain the record.
<b>Exit Standard</b>	N/A Internal Success Measure

Criteria	
	Source/Criteria
<b>L.J. Consent Decree</b>	LJ v. Massinga, Modified Consent Decree (MCD), pg. 22
	<p>6. BCDSS shall employ a staff of specialists to provide technical assistance to caseworkers and supervisors for cases that require specialized experience and/or knowledge.</p> <p>a. Definitions:</p> <p>(1) "Specialists" include but are not limited to staff with knowledge and experience in substance (alcohol and drug) abuse services; mental health services; developmental disabilities; independent living; housing; and education services, including special education.</p> <p>(2) These specialized staff shall not have individual case responsibility or perform routine casework functions but will assist casework staff in identifying, locating and obtaining resources.</p> <p>b. Internal Success Measures:</p> <p>(1) ...</p> <p>(2) Number of Special Support positions filled, by type.</p> <p>(3) ...</p>
<b>Federal Law &amp; Reg (including CFSR)</b>	N/A
<b>State Law</b>	N/A
<b>State Regulations</b>	N/A
<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: **Measure 51**

### Internal Success

Measure #	Measure
<b>51</b>	MCDSS MS-22 (job descriptions for all positions).
	<b>Key Data</b>
<b>Source</b>	<ul style="list-style-type: none"> <li>Human Resources - Names, qualifications, job duties and dates of employment</li> <li>BCDSS Administration - See above, plus dates of availability to BCDSS of contract specialists</li> </ul>
<b>Data</b>	<ol style="list-style-type: none"> <li>List of available staff specialists by subject matter area, names, resumes, unit assignments, MS-22 (scope of work), dates of employment.</li> <li>If includes contractual staff, copy of contract(s) and scope of work, including job descriptions.</li> <li>Documentation that staff not carrying cases when acting as specialists</li> </ol>
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	<ul style="list-style-type: none"> <li>MCDSS MS-22- job descriptions for all Specialist positions.</li> <li>By agreement of the parties, "employ a staff of specialists" includes obtaining the services of individuals with specialized experience and/or knowledge whose services are available to caseworkers and supervisors by contract with BCDSS/DHS.</li> <li>"Specialists" includes but is not limited to individuals with knowledge and experience in substance (alcohol and drug) abuse services; mental health services; developmental disabilities; independent living; housing; and education services, including special education.</li> </ul>
<b>Measurement</b>	A list of MS-22 job descriptions for all Specialist positions filled by BCDSS staff. For contractual staff, contracts including SOWs and job descriptions should be included.
<b>Exclusion(s)</b>	N/A



<p><b>Report Calculation Methodology</b></p>	<p>The Program Manager for Court Processes will review the list and job descriptions and provide to Innovations. Innovations will conduct a hand-count at the conclusion of each reporting period and maintain the record. Copies of MS-22s (job descriptions) for BCDSS staff and contracts, including Scope of Work and job descriptions, shall be provided in data files for IVA review.</p>
<p><b>Exit Standard Criteria</b></p>	<p>N/A Internal Success</p>
<p><b>Source/Criteria</b></p>	
<p><b>L.J. Consent Decree</b></p>	<p>LJ v. Massinga, Modified Consent Decree (MCD), pg. 22</p>
	<p>6. BCDSS shall employ a staff of specialists to provide technical assistance to caseworkers and supervisors for cases that require specialized experience and/or knowledge.</p> <p>a. Definitions:</p> <p>(1) "Specialists" include but are not limited to staff with knowledge and experience in substance (alcohol and drug) abuse services; mental health services; developmental disabilities; independent living; housing; and education services, including special education.</p> <p>(2) These specialized staff shall not have individual case responsibility or perform routine casework functions but will assist casework staff in identifying, locating and obtaining resources.</p> <p>b. Internal Success Measures:</p> <p>(1) ...</p> <p>(2) ...</p> <p>(3) MCDSS MS-100 (job descriptions for all positions).</p> <p>...</p>
<p><b>Federal Law &amp; Reg (including CFR)</b></p>	<p>N/A</p>
<p><b>State Law</b></p>	<p>N/A</p>
<p><b>State Regulations</b></p>	<p>N/A</p>

<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: Measure 52

**Exit Standard**

Measure #	Measure
52	BCDSS employed a staff of non-case carrying specialists to provide technical assistance to caseworkers and supervisors for cases that require specialized experience and/or knowledge.
	<b>Key Data</b>
<b>Source</b>	<ul style="list-style-type: none"> <li>● Human Resources - Names, qualifications, job duties and dates of employment</li> <li>● BCDSS Administration - See above, plus dates of availability to BCDSS of contract specialists</li> <li>● Office of Communications - Regular notification to staff about, and online publishing of, availability of specialists with contact information</li> </ul>
<b>Data</b>	<ol style="list-style-type: none"> <li>1. List of available specialists by subject matter area, names, resumes, unit assignments, MS-22 (scope of work), dates of employment.</li> <li>2. If includes contractual staff, copy of contract(s) and scope of work.</li> <li>3. Documentation of how staff is notified on a regular basis of the availability of the specialists.</li> <li>4. Documentation that staff is not carrying cases when acting as specialists.</li> </ol>
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	<ul style="list-style-type: none"> <li>● By agreement of the parties, “employ a staff of specialists” includes obtaining the services of individuals with specialized experience and/or knowledge whose services are available to caseworkers and supervisors by contract with BCDSS/DHS.</li> <li>● “Specialists” includes but is not limited to individuals with knowledge and experience in substance (alcohol and drug) abuse services; mental health services; developmental disabilities; independent living; housing; and education services, including special education.</li> <li>● “Notification to staff” means:             <ul style="list-style-type: none"> <li>○ Monthly reminders to all staff, and</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ list of names and contact information for all specialists available to provide technical assistance maintained on-line</li> </ul>
<b>Measurement</b>	<p>The available non-case-carrying specialists (BCDSS staff or through contract) whose services are available to caseworkers and supervisors shall be reviewed to ensure that:</p> <ol style="list-style-type: none"> <li>1. they include individuals with knowledge and experience in at least the following areas: substance (alcohol and drug) abuse services; mental health services; developmental disabilities; independent living; housing; and education services, including special education; and</li> <li>2. they are known to and easily accessible by staff by telephone and email.</li> </ol>
<b>Exclusion(s)</b>	None
<b>Report Calculation Methodology</b>	Required documentation shall be reviewed by the Program Manager for court processes to determine if, during the report period, BCDSS (1) employed a staff of non-case-carrying specialists to provide technical assistance to BCDSS staff to identify, locate and obtain resources in cases that require specialized experience and/or knowledge; and(2) notified BCDSS staff of the availability of those specialists.
<b>Exit Standard Criteria</b>	Compliance shall be achieved if BCDSS employed a staff of non-case carrying specialists to provide technical assistance to caseworkers and supervisors for cases that require specialized experience and/or knowledge.
	<b>Source/Criteria</b>
<b>L.J. Consent Decree</b>	1. According to the LJ Modified Consent Decree (MCD, 10/9/09), p. 22:
	<p>6. BCDSS shall employ a staff of specialists to provide technical assistance to and/or knowledge. caseworkers and supervisors for cases that require specialized experience</p> <p>a. Definitions:</p> <ol style="list-style-type: none"> <li>(1) "Specialists" include but are not limited to staff with knowledge and experience in substance (alcohol and drug) abuse services; mental health services; developmental disabilities; independent living; housing; and education services, including special education.</li> <li>(2) These specialized staff shall not have individual case responsibility or perform routine casework functions but will assist casework staff in identifying, locating and obtaining resources.</li> </ol>

<b>Federal Law &amp; Reg (including CFR)</b>	N/A
<b>State Law</b>	N/A
<b>State Regulations</b>	N/A
<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: Measure 67

### Internal Success

Measure #	Measure
<b>67</b>	Number of children who spend four hours or more in an office, motel, or unlicensed facility
	<b>Key Data</b>
<b>Source</b>	Extended Hours Log
<b>Data</b>	Data: Number of children who experienced a stay of four hours or longer in an office, motel, hotel, or other unlicensed facility outside of business hours
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	For the purpose of this Measure, the parties agree that “spend four hours or more in an office, motel, or unlicensed facility” means “spend four hours or more outside regular business hours in an office, motel, hotel, or other unlicensed facility.”
<b>Measurement</b>	Number of children who spent four hours or more in an office, motel, hotel or other unlicensed facility outside of business hours during the six month reporting period
<b>Exclusion(s)</b>	None
<b>Report Calculation Methodology</b>	Documentation from the Extended Hours Log will be compiled for the six month reporting period to produce number
<b>Exit Standard Criteria</b>	N/A
	<b>Source/Criteria</b>
<b>L.J. Consent Decree</b>	LJ v. Massinga, Modified Consent Decree (MCD), pg. 25

	<p>10. No child may be housed in an office, motel, hotel, or other unlicensed facility.</p> <p style="padding-left: 40px;">a. Definition:</p> <p style="padding-left: 80px;">(1) "Housed" means stays of four hours or longer.</p> <p style="padding-left: 40px;">b. Internal Success Measure:</p> <p style="padding-left: 80px;">(1) Number of children who spend four hours or more in an office, motel, or unlicensed facility.</p>
<b>Federal Law &amp; Reg (including CFSR)</b>	N/A
<b>State Law</b>	
<b>State Regulations</b>	N/A
<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: Measure 117

### Internal Success

Measure #	Measure
<b>117</b>	Percent of caseworkers who qualified for the title under Maryland State Law.
	<b>Key Data</b>
<b>Source</b>	<ul style="list-style-type: none"> <li>● Personnel record system</li> <li>● Human Resources Department</li> <li>● CJAMS</li> </ul>
<b>Data</b>	<ul style="list-style-type: none"> <li>● New hire data</li> <li>● Proof of qualifications</li> <li>● Date of assignment of first case</li> </ul>
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	<ul style="list-style-type: none"> <li>● “Qualified Workforce” means that caseworkers meet the qualifications required by Maryland state law.</li> <li>● “Competency exam” means the required exam administered following the completion of the mandatory pre-service training course or participation in the IV-E child welfare training program</li> </ul>
<b>Denominator</b>	Number of caseworkers to whom cases were first assigned during the reporting period.
<b>Numerator</b>	<p>Of those in the denominator, number of caseworkers for whom there is:</p> <ol style="list-style-type: none"> <li>a. Proof of valid license or certification as listed in Human Services Art. Section 4-301(b)(1)(i)-(v) OR <ul style="list-style-type: none"> <li>b. Documentation that the caseworkers have a degree in an appropriate behavioral science and are supervised by licensed social workers</li> </ul> </li> <li>2. Documentation of the completion of the mandatory preservice training (or a waiver); and</li> </ol>



	3. Documentation of the successful completion of the competency examination
<b>Exclusion(s)</b>	N/A
<b>Report Calculation Methodology</b>	The percentage will be calculated using the number of new caseworkers to whom cases were first assigned during the reporting period, even if they were hired prior to the reporting period, and the number whose first case assignment was made after passing the competency test. The percentage of new caseworkers that met this standard will be calculated by BCDSS for each six-month reporting period.
<b>Exit Standard Criteria</b>	N/A Internal Success
<b>Source/Criteria</b>	
<b>L.J. Consent Decree</b>	LJ v. Massinga, Modified Consent Decree (MCD), pg. 38
	<p>Qualified Workforce with appropriate training and supervision.</p> <p>a. Definitions:</p> <p>(1) "Qualified Workforce" means that all caseworkers shall have the qualifications required by Maryland state law.</p> <p>(2) All supervisors of caseworkers shall be social workers licensed under the requirements of Maryland state law.</p> <p>(3) New caseworkers shall receive at least five weeks of pre-service training before being assigned any cases and shall thereafter receive twenty hours of training per year.</p> <p>(4) Supervisors shall receive such training as required to maintain their licenses but in no case less than twenty hours per year.</p> <p>b. Internal Success Measures</p> <p>c. <b>Exit Standards:</b></p> <p>(1) 95 percent of caseworkers met the qualifications for their position title under Maryland State Law.</p> <p>(2.)...</p>
<b>Federal Law &amp; Reg (including CFR)</b>	42 U.S.C. 622(b)(4)(B)
	(b) Each plan for child welfare services under this subpart shall— (4) contain a description of—

	<p>(B) the child welfare services staff development and training plans of the State;</p>
	<p>42 U.S.C. 671(a)(5)  a) In order for a State to be eligible for payments under this part, it shall have a plan approved by the Secretary which—  (5) provides that the State will, in the administration of its programs under this part, use such methods relating to the establishment and maintenance of personnel standards on a merit basis as are found by the Secretary to be necessary for the proper and efficient operation of the programs, except that the Secretary shall exercise no authority with respect to the selection, tenure of office, or compensation of any individual employed in accordance with such methods</p>
<p><b>State Law</b></p>	<p>Maryland Code  HUMAN SERVICES  § 4-301 - Child welfare workforce (Maryland Code, Human Services § 4-301)</p>
	<p>a) The Secretary shall implement a comprehensive plan to recruit, train, and retain child welfare caseworkers and casework supervisors who meet the requirements of this section.  (b)(1) The Secretary shall hire as caseworkers only human services professionals, such as:  (i) social workers licensed in accordance with Title 19 of the Health Occupations Article;  (vi) human service workers who:  1. have a degree in an appropriate behavioral science;  2. have completed the mandatory preservice training and competency test; and  3. are supervised by licensed social workers.  (2) require that all new casework staff:  (i) be hired provisionally;  (ii) except for staff described in item (4) of this subsection, complete a 40-hour pre-service training program; and  (iii) pass a competency test before being granted permanent employment status;  (3) implement mandatory standards for continuing education for all caseworkers and casework supervisors that require that employees who fail to obtain the required continuing education credits be subject to disciplinary action, including demotion, suspension, and dismissal;  (4) develop and implement mandatory standards that exempt newly hired individuals who have documented and verified casework experience or hold</p>

	<p>appropriate State licensure from the 40-hour pre service training program specified in item (2)(ii) of this subsection; and</p> <p>(5) require caseworkers who are exempt from the preservice training program specified in item (2)(ii) of this subsection and fail the competency test to participate in the preservice training program and to take and pass the competency test before being granted permanent employment status.</p>
	Maryland Code, Family Law § 5-1311
	<p>(a) The Department shall establish and maintain a child welfare training academy to provide training on best practices for the following individuals:</p> <ul style="list-style-type: none"> <li>(1) child welfare staff;</li> <li>(2) child welfare administrators;</li> <li>(3) foster parents; and</li> <li>(4) kinship caregivers.</li> </ul>
<b>State Regulations</b>	N/A
<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: Measure 118

**Internal Success**

Measure #	Measure
118	Percent of case-carrying workers who passed their competency exams prior to being assigned a case
	<b>Key Data</b>
<b>Source</b>	<ul style="list-style-type: none"> <li>• Personnel record system</li> <li>• Human Resources Department</li> <li>• CJAMS</li> </ul>
<b>Data</b>	<p>Office of Innovations and Office of Learning</p> <ul style="list-style-type: none"> <li>• New hire data</li> <li>• Proof of passing the competency exam</li> <li>• Date of assignment of first case</li> </ul>
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	<ul style="list-style-type: none"> <li>• “Competency examination” means the required exam administered following the completion of the mandatory pre-service training course or participation in the IV-E child welfare training program</li> <li>• “Qualified Workforce” means that all caseworkers shall have the qualifications required by Maryland state law.</li> </ul>
<b>Denominator</b>	Number of new caseworkers to whom cases were first assigned during the reporting period.
<b>Numerator</b>	Number of those in the denominator who passed their competency exam prior to being assigned a case
<b>Exclusion(s)</b>	None
<b>Report Calculation Methodology</b>	The percentage will be calculated using the number of new caseworkers to whom cases were first assigned during the reporting period, even if they were hired prior to the reporting period, and the number whose first case assignment was made

	after passing the competency test. The percentage of new caseworkers that met this standard will be calculated by BCDSS for each six-month reporting period.
<b>Exit Standard Criteria</b>	N/A Internal success
	<b>Source/Criteria</b>
<b>L.J. Consent Decree</b>	Pg. 38
	<p>Qualified Workforce with appropriate training and supervision.</p> <p>a. Definitions:</p> <p>(1) "Qualified Workforce" means that all caseworkers shall have the qualifications required by Maryland state law.</p> <p>(2) All supervisors of caseworkers shall be social workers licensed under the requirements of Maryland state law.</p> <p>(3) New caseworkers shall receive at least five weeks of pre-service training before being assigned any cases and shall thereafter receive twenty hours of training per year.</p> <p>(4) Supervisors shall receive such training as required to maintain their licenses but in no case less than twenty hours per year.</p> <p>b. Internal Success Measures:</p> <p>(1)...</p> <p>(2) Percent of case-carrying workers who passed their competency exams prior to being assigned a case</p> <p>(3. – 4.)</p>
<b>Federal Law &amp; Reg (including CFR)</b>	42 U.S.C. 622(b)(4)(B)
	(b) Each plan for child welfare services under this subpart shall— (4) contain a description of— (B) the child welfare services staff development and training plans of the State;
	42 U.S.C. 671(a)(5)
	a) In order for a State to be eligible for payments under this part, it shall have a plan approved by the Secretary which—

	<p>(5) provides that the State will, in the administration of its programs under this part, use such methods relating to the establishment and maintenance of personnel standards on a merit basis as are found by the Secretary to be necessary for the proper and efficient operation of the programs, except that the Secretary shall exercise no authority with respect to the selection, tenure of office, or compensation of any individual employed in accordance with such methods</p>
<p><b>State Law</b></p>	<p>Maryland Code HUMAN SERVICES § 4-301 - Child welfare workforce (Maryland Code, Human Services § 4-301)</p>
	<p>(a) The Secretary shall implement a comprehensive plan to recruit, train, and retain child welfare caseworkers and casework supervisors who meet the requirements of this section.</p> <p>(b)(1) The Secretary shall hire as caseworkers only human services professionals, such as:</p> <ul style="list-style-type: none"> <li>(i) social workers licensed in accordance with Title 19 of the Health Occupations Article;</li> <li>(vi) human service workers who:             <ul style="list-style-type: none"> <li>1. have a degree in an appropriate behavioral science;</li> <li>2. have completed the mandatory preservice training and competency test; and</li> <li>3. are supervised by licensed social workers.</li> </ul> </li> </ul> <p>(2) require that all new casework staff:</p> <ul style="list-style-type: none"> <li>(i) be hired provisionally;</li> <li>(ii) except for staff described in item (4) of this subsection, complete a 40-hour preservice training program; and</li> <li>(iii) pass a competency test before being granted permanent employment status;</li> </ul> <p>(3) implement mandatory standards for continuing education for all caseworkers and casework supervisors that require that employees who fail to obtain the required continuing education credits be subject to disciplinary action, including demotion, suspension, and dismissal;</p> <p>(4) develop and implement mandatory standards that exempt newly hired individuals who have documented and verified casework experience or hold appropriate State licensure from the 40-hour pre service training program specified in item (2)(ii) of this subsection; and</p> <p>(5) require caseworkers who are exempt from the preservice training program specified in item (2)(ii) of this subsection and fail the competency test to participate in the preservice training program and to take and pass the competency test before being granted permanent employment status.</p>
	<p>Maryland Code, Family Law § 5-1311</p>

	(a) The Department shall establish and maintain a child welfare training academy to provide training on best practices for the following individuals: <ul style="list-style-type: none"><li>(1) child welfare staff;</li><li>(2) child welfare administrators;</li><li>(3) foster parents; and</li><li>(4) kinship caregivers.</li></ul>
<b>State Regulations</b>	N/A
<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: Measure 121

**Exit Standard**

Measure #	Measure
121	95 percent of caseworkers met the qualifications for their position title under Maryland State Law.
	<b>Key Data</b>
<b>Source</b>	<ul style="list-style-type: none"> <li>● Personnel record system</li> <li>● Human Resources Department</li> <li>● CJAMS</li> </ul>
<b>Data</b>	<ul style="list-style-type: none"> <li>● New hire data</li> <li>● Proof of qualifications</li> <li>● Date of assignment of first case</li> </ul>
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	<ul style="list-style-type: none"> <li>● “Qualified Workforce” means that caseworkers meet the qualifications required by Maryland state law.</li> <li>● “Competency examination” means the required exam administered following the completion of the mandatory pre-service training course or participation in the IV-E child welfare training program</li> </ul>
<b>Denominator</b>	Number of new caseworkers to whom cases were first assigned during the reporting period.
<b>Numerator</b>	<p>Of those in the denominator, number of caseworkers for whom there is:</p> <ol style="list-style-type: none"> <li>1. a. Proof of valid license or certification as listed in Human Services Art. Section 4-301(b)(1)(i)-(v) OR <ul style="list-style-type: none"> <li>b. Documentation that the caseworkers have a degree in an appropriate behavioral science and are supervised by licensed social workers</li> </ul> </li> <li>2. Documentation of the completion of the mandatory preservice training (or a waiver); and</li> </ol>



	3. Documentation of the successful completion of the competency examination
<b>Exclusion(s)</b>	N/A
<b>Report Calculation Methodology</b>	The percentage will be calculated using the number of new caseworkers to whom cases were first assigned during the reporting period, even if they were hired prior to the reporting period, and the number whose first case assignment was made after passing the competency test. The percentage of new caseworkers that met this standard will be calculated by BCDSS for each six-month reporting period.
<b>Exit Standard Criteria</b>	Compliance is achieved when the measure calculation for the six-month reporting period reaches at least 95% compliance.
<b>Source/Criteria</b>	
<b>L.J. Consent Decree</b>	LJ v. Massinga, Modified Consent Decree (MCD), pg. 38
	<p>Qualified Workforce with appropriate training and supervision.</p> <p>a. Definitions:</p> <p>(1) "Qualified Workforce" means that all caseworkers shall have the qualifications required by Maryland state law.</p> <p>(2) All supervisors of caseworkers shall be social workers licensed under the requirements of Maryland state law.</p> <p>(3) New caseworkers shall receive at least five weeks of pre-service training before being assigned any cases and shall thereafter receive twenty hours of training per year.</p> <p>(4) Supervisors shall receive such training as required to maintain their licenses but in no case less than twenty hours per year.</p> <p>b. Internal Success Measures</p> <p><b>c. Exit Standards:</b></p> <p>(1) 95 percent of caseworkers met the qualifications for their position title under Maryland State Law.</p> <p>(2.)...</p>
<b>Federal Law &amp; Reg (including CFR)</b>	42 U.S.C. 622(b)(4)(B)
	(b) Each plan for child welfare services under this subpart shall—

	<p>(4) contain a description of—                  (B) the child welfare services staff development and training plans of the State;</p>
	<p>42 U.S.C. 671(a)(5)                  a) In order for a State to be eligible for payments under this part, it shall have a plan approved by the Secretary which—                  (5) provides that the State will, in the administration of its programs under this part, use such methods relating to the establishment and maintenance of personnel standards on a merit basis as are found by the Secretary to be necessary for the proper and efficient operation of the programs, except that the Secretary shall exercise no authority with respect to the selection, tenure of office, or compensation of any individual employed in accordance with such methods</p>
<p><b>State Law</b></p>	<p>Maryland Code                  HUMAN SERVICES                  § 4-301 - Child welfare workforce (Maryland Code, Human Services § 4-301)</p>
	<p>a) The Secretary shall implement a comprehensive plan to recruit, train, and retain child welfare caseworkers and casework supervisors who meet the requirements of this section.                  (b)(1) The Secretary shall hire as caseworkers only human services professionals, such as:                  (i) social workers licensed in accordance with Title 19 of the Health Occupations Article;                  (vi) human service workers who:                  1. have a degree in an appropriate behavioral science;                  2. have completed the mandatory preservice training and competency test; and                  3. are supervised by licensed social workers.                  (2) require that all new casework staff:                  (i) be hired provisionally;                  (ii) except for staff described in item (4) of this subsection, complete a 40-hour pre-service training program; and                  (iii) pass a competency test before being granted permanent employment status;                  (3) implement mandatory standards for continuing education for all caseworkers and casework supervisors that require that employees who fail to obtain the required continuing education credits be subject to disciplinary action, including demotion, suspension, and dismissal;                  (4) develop and implement mandatory standards that exempt newly hired</p>

	<p>individuals who have documented and verified casework experience or hold appropriate State licensure from the 40-hour pre service training program specified in item (2)(ii) of this subsection; and</p> <p>(5) require caseworkers who are exempt from the preservice training program specified in item (2)(ii) of this subsection and fail the competency test to participate in the preservice training program and to take and pass the competency test before being granted permanent employment status.</p>
	<p>Maryland Code, Family Law § 5-1311</p>
	<p>(a) The Department shall establish and maintain a child welfare training academy to provide training on best practices for the following individuals:</p> <ul style="list-style-type: none"> <li>(1) child welfare staff;</li> <li>(2) child welfare administrators;</li> <li>(3) foster parents; and</li> <li>(4) kinship caregivers.</li> </ul>
<b>State Regulations</b>	N/A
<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: Measure 124

### Internal Success

Measure #	Measure
<b>124</b>	Percent of transferred cases that had a case transfer conference within ten days of the transfer.
	<b>Key Data</b>
<b>Source</b>	CJAMS
<b>Data</b>	<p>The following are documented in CJAMS:</p> <ol style="list-style-type: none"> <li>1. The start and end dates for program assignments for individual cases.</li> <li>2. The start and end dates for caseworker assignments to individual cases.</li> <li>3. Contact notes which include the dates of activities such as requesting transfer (reassignment) of a case to a new caseworker.</li> <li>4. Meeting notes which include the dates of meetings such as case transfer conferences.</li> <li>5. Documents such as case transfer forms can be uploaded with contact notes and with meeting notes, and CJAMS records the type of document and the date of the upload.</li> </ol>
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	<ul style="list-style-type: none"> <li>• “Case transfer” means the transfer of case responsibilities from one caseworker to another. The start date of the assignment of the case to a new caseworker is the case transfer date.</li> <li>• “Transfer document ” means a document that includes confirmation of the timing of the transfer request and transfer, the status of the case and required case documentation, and short-term priorities for case activities to meet the needs of children and their families. For the purposes of this measure instruction “transfer document” shall contain the elements included in the attached “Case Transfer Acknowledgment” form (or an alternative approved by the Agency and the IVA).</li> <li>• “Case transfer conference” means a meeting to exchange information between, at a minimum, the transferring supervisor and new (receiving) caseworker that includes a discussion of any immediate unmet needs of the child, therapy and evaluations in progress, and existing service agreements.</li> </ul>

	The contents of the case transfer conference shall be included on the case transfer form uploaded to CJAMS with the meeting note for the case transfer conference.
<b>Denominator</b>	Number of case transfers from one caseworker to another within OHP and between OHP and Family Preservation during the review period
<b>Numerator</b>	Number of case transfers in the denominator for which: (1) there was a case transfer conference within 10 working days of case transfer, and (2) a case transfer document was uploaded into CJAMS within 5 working days of the case transfer conference.
<b>Exclusion(s)</b>	Transfers between Family Preservation and OHP of cases of children entering OHP under Voluntary Placement Agreements
<b>Report Calculation Methodology</b>	Caseworker assignments as well as program assignments will be reviewed to determine whether there were start dates that occurred during the 6-month reporting period. Those cases where transfer occurred during the 6-months reporting period will be reviewed for a meeting note entitled, 'case transfer conference' to determine whether the date of the case transfer conference was within 10 working days of the transfer date and a case transfer document was uploaded into CJAMS within 5 working days of the case transfer conference. This information will be determined at the end of each 6-months reporting period.
<b>Exit Standard Criteria</b>	N/A Internal Success
	<b>Source/Criteria</b>
<b>L.J. Consent Decree</b>	LJ v. Massinga, Modified Consent Decree (MCD), pgs. 39-40
	<p>3. <u>Case Transfer Policies</u>: Case reassignment in five working days. Case reassignment conference in ten working days.</p> <p>a. Definitions:</p> <p>(1) Case reassignments will occur within five working days.</p> <p>(2) The reassigned case shall be accompanied by a transfer document which shall include confirmation of the timing of the transfer; the status of the case; and short-term priorities for the child's needs and case activities.</p>

	<p>(3) There shall be a conference between the supervisor and the new worker within ten working days of reassignment. If possible, the former worker shall attend the conference. The topics to be discussed at this conference shall include a discussion of any immediate unmet needs of the child, therapy and evaluations in progress, and existing service agreements.</p> <p>c. Exit Standards:</p> <p>(1)...</p> <p>(2) 90 Percent of transferred cases had a case conference within ten days of the transfer.</p>
<b>Federal Law &amp; Reg (including CFR)</b>	N/A
<b>State Law</b>	N/A
<b>State Regulations</b>	N/A
<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A



## LJ v. Massinga Reporting: Measure 126

### Exit Standard

Measure #	Measure
126	90 percent of transferred cases had a case transfer conference within ten days of the transfer.
	<b>Key Data</b>
<b>Source</b>	CJAMS
<b>Data</b>	<p>The following are documented in CJAMS:</p> <ol style="list-style-type: none"> <li>1. The start and end dates for program assignments for individual cases.</li> <li>2. The start and end dates for caseworker assignments to individual cases.</li> <li>3. Contact notes which include the dates of activities such as requesting transfer (reassignment) of a case to a new caseworker.</li> <li>4. Meeting notes which include the dates of meetings such as case transfer conferences.</li> <li>5. Documents such as case transfer forms can be uploaded with contact notes and with meeting notes, and CJAMS records the type of document and the date of the upload.</li> </ol>
	<b>Measure Calculation Method</b>
<b>Definition(s)</b>	<ul style="list-style-type: none"> <li>• “Case transfer” means the transfer of case responsibilities from one caseworker to another. The start date of the assignment of the case to a new caseworker is the case transfer date.</li> <li>• “Transfer document ” means a document that includes confirmation of the timing of the transfer request and transfer, the status of the case and required case documentation, and short-term priorities for case activities to meet the needs of children and their families. For the purposes of this measure instruction “transfer document” shall contain the elements included in the attached “Case Transfer Acknowledgment” form (or an alternative approved by the Agency and the IVA).</li> <li>• “Case transfer conference” means a meeting to exchange information between, at a minimum, the transferring supervisor and new (receiving) caseworker that includes a discussion of any immediate unmet needs of the child, therapy and evaluations in progress, and existing service agreements.</li> </ul>

	The contents of the case transfer conference shall be included on the case transfer form uploaded to CJAMS with the meeting note for the case transfer conference.
<b>Denominator</b>	Number of case transfers from one caseworker to another within OHP and between OHP and Family Preservation during the review period
<b>Numerator</b>	Number of case transfers in the denominator for which: (1) there was a case transfer conference within 10 working days of case transfer, and (2) a case transfer document was uploaded into CJAMS within 5 working days of the case transfer conference.
<b>Exclusion(s)</b>	Transfers between Family Preservation and OHP of cases of children entering OHP under Voluntary Placement Agreements
<b>Report Calculation Methodology</b>	Caseworker assignments as well as program assignments will be reviewed to determine whether there were start dates that occurred during the 6-month reporting period. Those cases where transfer occurred during the 6-months reporting period will be reviewed for a meeting note entitled, 'case transfer conference' to determine whether the date of the case transfer conference was within 10 working days of the transfer date and a case transfer document was uploaded into CJAMS within 5 working days of the case transfer conference. This information will be determined at the end of each 6-months reporting period.
<b>Exit Standard Criteria</b>	Compliance will be achieved when a case conference was held within ten days of the transfer for 90% of the cases transferred
<b>Source/Criteria</b>	
<b>L.J. Consent Decree</b>	LJ v. Massinga, Modified Consent Decree (MCD), pgs. 39-40
	<p>3. <u>Case Transfer Policies</u>: Case reassignment in five working days. Case reassignment conference in ten working days.</p> <p style="padding-left: 40px;">a. Definitions:</p> <p style="padding-left: 80px;">(1) Case reassignments will occur within five working days.</p> <p style="padding-left: 80px;">(2) The reassigned case shall be accompanied by a transfer document which shall include confirmation of the timing of the transfer; the status of the case; and short-term priorities for the child's needs and case activities.</p>



	<p>(3) There shall be a conference between the supervisor and the new worker within ten working days of reassignment. If possible, the former worker shall attend the conference. The topics to be discussed at this conference shall include a discussion of any immediate unmet needs of the child, therapy and evaluations in progress, and existing service agreements.</p> <p>c. Exit Standards:</p> <p>(1)...</p> <p>(2) 90 Percent of transferred cases had a case conference within ten days of the transfer.</p>
<b>Federal Law &amp; Reg (including CFR)</b>	N/A
<b>State Law</b>	N/A
<b>State Regulations</b>	N/A
<b>SSA Policy</b>	N/A
<b>Other Relevant Standards or Requirements</b>	N/A