



Citizens' Review Board for Children

2008 ANNUAL REPORT



Citizens Review Board for Children

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INTRODUCTION

LEADERSHIP CHANGE AT CRBC

Charlie Cooper retired as Administrator for the Citizens Review Board for Children (CRBC). He had been with CRBC since its inception in 1980, and served as the Administrator since 1990. Ms. Sabrena McAllister, a 12-year veteran of child welfare advocacy, replaced Mr. Cooper.



Sabrena McAllister. Administrator for CRBC

GOALS FOR FISCAL YEAR 2008 ANNUAL REPORT

As required by § 5-539(b) (5) and 1c, CRBC's 2008 annual report provides a summary of activities, priorities, progress, and challenges for Maryland's child welfare system. The report has four goals:

1. To present priorities for Maryland's child welfare system as published by CRBC and the Department of Human Resources (DHR);
2. To summarize CRBC's reviews for fiscal year 2008, based on findings and recommendations from case reviews completed by volunteer reviewers for out-of-home placement cases and volunteer reviewers and child welfare advocates for cases under child protective services;
3. To review the use and potential impact of Family Team Decision-Making (FIM) on child welfare case flow including entry, average length of stay, and exit rates; and
4. To present recommendations for enhancing and reporting child welfare outcomes.

PRIORITIES FOR IMPROVING CHILD WELFARE OUTCOMES

CITIZENS REVIEW BOARD FOR CHILDRE'S' PRIORITIES

The Citizens' Legislative Action Committee (CLAC, is comprised of CRBC volunteers. Each year CLAC develops legislative priorities based on an analysis of child welfare and case review data. CLAC continued its FY2007 priorities for FY 2008.

Increase a broad range of Services

Maryland's child welfare budget is disproportionately spent on keeping about 3500 children in high-cost placements while many thousands of children and families do not have access to high-quality family services. Secretary Donald with the Department of Human Resources (DHR) seeks to change this dynamic with DHR's "Place Matters" initiative.¹ We support reinvesting savings from reducing the use of inappropriate placements to fund the following:

- Family team decision-making and other family engagement techniques for involving parents and other family members in planning for safety and permanency;
- Intensive family preservation services, which can be cost-effective while protecting children from further abuse or neglect;
- Strengthening family support services in order to prevent child abuse and neglect;
- Increasing funding for an integration of mental health and substance abuse treatment services with child welfare programs;
- Finding ways to identify, locate, notify, and support tens of thousands of grandparents and other relatives who are caring for children so that these children do not require State care; and
- Support for kinship care providers at the same level as foster parents.

Rebuild Traditional Family Foster Care.

Tens of millions of dollars are spent on group placements for children who need family placements. As part of Place Matters, Secretary Donald has developed the "1,000 by 10" initiative with the goal of increasing the number of foster families by 1,000 by 2010. The success of this recruitment/retention campaign is absolutely mission-critical for DHR. The 2009 budget contains funds for a rate increase of \$100 per month. Rates in Prince George's and Charles counties are even higher in order to compete with rates in the District of Columbia. DHR has developed a statewide Foster Parents' Association and guaranteed full child care subsidy to all foster/kinship caregivers for children age 5 and under. We recommend the following:

- The foster care reimbursement rate should be tied to the USDA estimated cost to raise a child.
- DHR should continue to reform the process of recruiting, orienting, approving, training, and retaining foster parents.

Strengthen the Child Welfare Workforce, especially in Baltimore City.

Some frontline caseworkers and supervisors manifest a need for drastically improved training and accountability.

- Where performance indicators show a need, existing supervisors should be required to undergo retraining.
- Each newly hired caseworker should be assessed for education and prior experience. Those with an assessed need should receive offsite training at the Child Welfare Training Academy for several hundred hours before being assigned to a work site or receiving a caseload.
- Competency testing should include policy topics as well as casework practice.

Adopt laws, policies, and practices that protect children from abuse and neglect.

- The State should undertake a structured, inter-agency initiative on prevention of abuse and neglect.
- Policy-makers, judges, and law enforcement personnel need training on child development and child maltreatment.
- Workforce and accountability reforms should set the stage for more thorough investigations of abuse and neglect.
- Persons with a history of harming children should receive scrutiny and services from child protection agencies before children are abused or neglected.
- Planned child protection reforms (AKA “alternative response”) should enhance family services (see above) and not merely reduce investigation costs.
- Persons with authority over children in schools and other types of organizations should be subject to criminal sanction if they have sexual contact with those children.

Exhibit I

Requirements to Achieve CLAC’s Child Welfare Priorities

<p>Changes in child welfare laws</p> 	<p>Redirection of funds</p> 	<p>Expanded Services to Families</p> 	<p>Training for Child Welfare Staff</p> 
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DEPARTMENT OF HUMAN RESOURCES’ CHILD WELFARE PRIORITIES FOR 2009

In 1994, the Annie E. Casey Foundation launched Family-to-Family Initiative. The core values are:

- Recruitment, training, and support resource for families (foster and relatives);
- Building community partners;
- Team decision-making; and

- Self-evaluation²

During fiscal year 08, Secretary Donald initiated “Place Matters” which aligns with the Family-to-Family Initiative and includes outcomes from the CFSR. DHR describes Place Matters in a report to the federal government,

“This initiative is designed to improve the continuum of services for Maryland’s children and families. It promotes safety, family strengthening, permanency, and community-based services for children and families in the child welfare system.”³

Place Matters focuses on five principles⁴

- **Keep children in their community**
- **Place children in families first**
- **Minimize length of stay** in out-of-home care and increase reunification;
- **Reallocate resources** by shifting resources from the back-end (costly out-of-home care) to the front-end (less costly foster care or family preservation services; and
- **Manage with data.** Ensure that managers have relevant data to improve decision-making, oversight, and accountability.

In DHR’s “2008 – 2011 Strategic Plan⁵, two of its four priorities and accompanying goals for 2009 relate to permanency, safety, and well-being for children;

- “Maryland residents are safe from abuse, neglect, and exploitation.” Key goals are:
 - “Increasing the percentage of children without recurrence of maltreatment within six months of a first occurrence, and
 - Increasing the number of children maintained safely in their homes with supportive services offered up front.”
- “Maryland children live in permanent homes”⁶ Key goals include:
 - “Reducing the number of children in out-of-home placement
 - Reducing the number of children in group homes
 - Increasing the number of children placed in their home jurisdiction
 - Increasing the number of children who reunite with their family
 - Increasing the number of adoptions”

Summary of Child Welfare Priorities

Common themes for 2008/2009 priorities are:

- Improving the delivery of supportive services and implementing those services upfront;

- Engaging families in the case management process through strategies such as family meetings where the child and family are part of the decision-making process,
- Keeping children connected to family and community; and
- Increasing permanency through reunification, adoption, and kinship care.

CHILDREN IN MARYLAND'S CHILD WELFARE SYSTEM

Child Welfare Activities during Fiscal year 2008

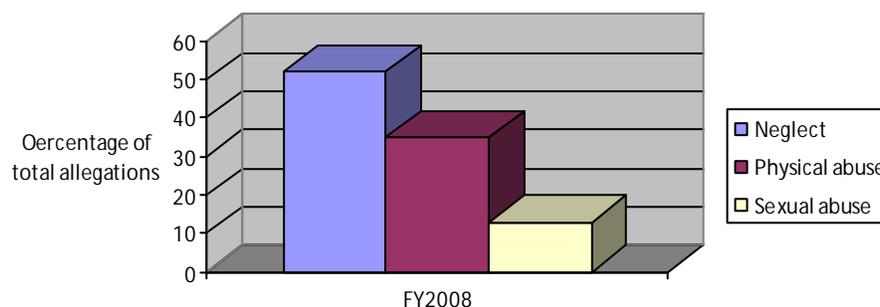
According to Place Matters, between July 1, 2007 and June 30, 2008:⁷

- There were 1066 entries into out-of-home placement;
- The number of children in out-of-home placement declined by ten percent (10%) from 10,219 to 9,648⁸; and
- The percentage of children in out-of-home placement living in group care declined from 20% to 15%.

Child Protective Services (CPS)

Statewide 26,659 child abuse and neglect allegations were made. Exhibit II shows the frequency of allegations for neglect, physical abuse, and sexual abuse.

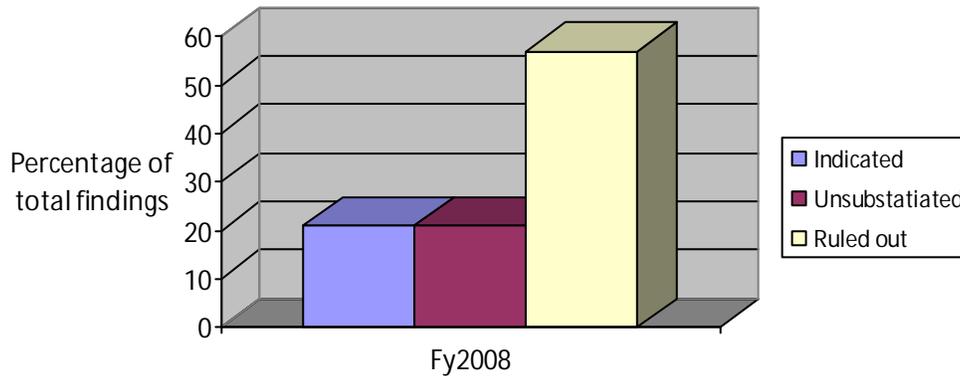
Exhibit II
Child Abuse and Neglect Allegations during FY2008
 (Source: Social Services Administration)



Statewide, 27,100 investigations were completed. The number of allegations made and the number of investigations completed is not the same since an allegation could have been made

in one fiscal year and completed in the next fiscal year. Exhibit III summarizes the results of FY 2008 child protection findings.

Exhibit III
Child Abuse and neglect Investigations during FY2008
(Source: Social Services Administration)



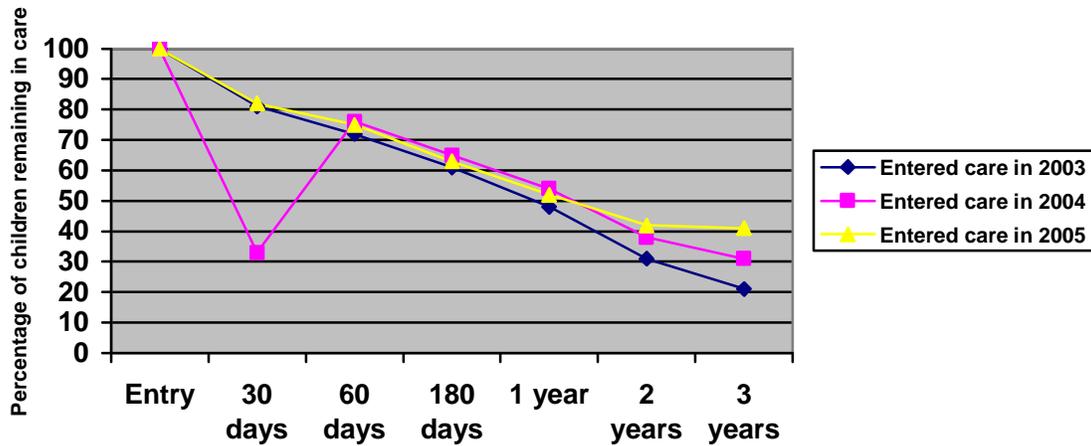
Out-of-Home Placement

Length of Stay

Exhibit IV is a cohort study that measures exit and not necessarily permanent placement. The chart shows the percentage of children remaining in care for up to three years.

Exhibit IV
Percentage of Children Remaining in OOHP after Specified Intervals

(Source: CRBC's information system)



The percentage of children remaining in care is consistent through the first year in care for the three fiscal years. Between 2003 and 2005, there is a steady increase in the percentage of the cohort who remains in care for at least 3 years. This pattern suggests that as children who have been in care for many years began to age out of the system, the average length of stay will be lengthened. Children exiting with permanency plans of Another Planned Permanency Living Arrangement (APPLA) or kinship care will have the greatest impact on the average length of stay.

APPLA is the least preferred permanency plan. APPLA requires the child to have a permanent connection with a supportive adult while the child remains under the custody of the State. Federal guidelines recommend APPLA plan for children twelve and above. Maryland's youngest child with a plan of APPLA is eight. As of June 2008, Maryland had 926 children with a plan of APPLA.

Relative placement is legally the second most desired plan following reunification.

Exit Data

Place Matters "Quarterly Averages" report that for children who achieved permanency during 'fiscal year 08:

- 517 exited care through reunification;
- 205 exited care through adoption; and
- 140 exited to guardianship.

This summary does not include children who exited care without achieving permanency such as children with a plan of APPLA.

"Place Matters Success Indicators", provides exit data on reunification and adoption for FY 07 and FY08, based on federal guidelines.

Exhibit V
Maryland and National Exit Data for Adoption and Reunification

	FY07	FY08	Federal Guidelines
Reunification within 12 months	48.6%	57.1%	76.2%
Adopted or placed in an adoptive home within 24 months	37.6%	23.3%	32%

Source: CHESSIE

Between FY07 and FY08, Maryland made continuous progress in reunification efforts but declined in meeting federal guidelines towards adoption, after exceeding requirements.

CRBC'S CASE REVIEWS

In-Home Case Reviews

In 1998, CRBC became a Citizen Review Panel in response to the federal Child Abuse Prevention and Treatment Act (U.S.C. 5101 et. seq., October 1996) and State law (Chapters 355 and 356 of the Acts of 1999) requiring citizen oversight of the child protection system.

CRBC's reviews emphasize policies, procedures, and cases pertaining to reports of child abuse and neglect in which a finding of indicated was made. Indicated is a finding that there is credible evidence, which has not been satisfactorily refuted, that neglect, physical abuse, or sexual abuse did occur. A local panel may be established in each jurisdiction, which reports its findings and recommendations to CRBC's State Board and to the local department of social services.

The reviews address five child welfare outcomes that are aligned with the Child and Family Services Family Review. For each review the panels decide if the outcome is substantially achieved, partially achieved, not achieved, or not applicable. During fiscal year 08, ten jurisdictions jointly completed twenty-six reviews. The jurisdictions are: Allegany, Anne Arundel, Garret, Harford, Kent, Queen Anne's, Talbot, Washington, and Worcester counties, and Baltimore City. Exhibit VII summarizes results of these panel reviews.

Exhibit VI

Summary of Votes by Panels

Outcome Area	Measure	Effectiveness Rating by Panel	Frequent Comments by Panels
SAFETY OUTCOME 1	Children are, first and foremost, protected from abuse and	Of the 17 applicable cases the outcome was:	<ul style="list-style-type: none"> Investigation was completed within the designated time frame.

Outcome Area	Measure	Effectiveness Rating by Panel	Frequent Comments by Panels
	from abuse and neglect.	<ul style="list-style-type: none"> Fully achieved in 76% of cases; and Partially achieved in 24% of the cases 	<ul style="list-style-type: none"> No repeat maltreatment reports within the review period. Adequate attempts were made by worker,
SAFETY OUTCOME 2	Children are safely maintained in their homes whenever possible and appropriate	<p>Of the 20 applicable cases the outcome was::</p> <ul style="list-style-type: none"> Fully achieved in 65% of cases; Partially achieved in 15% of cases; and Not achieved in 20% of cases 	<ul style="list-style-type: none"> Documentation indicated that the Agency made efforts to provide services to the family. An Initial assessment, monitoring, and updated safety plan was completed. Services were provided to keep the child in household, there were no efforts made in assisting father,
WELL-BEING OUTCOME 1:	Families have enhanced capacity to provide for their children's needs.	<p>Of the 20 applicable cases the outcome was:</p> <ul style="list-style-type: none"> Fully achieved in 45% of cases; Partially achieved in 25% of cases; and Not achieved in 30% of cases 	<ul style="list-style-type: none"> Youth needs were addressed Case worker visits were completed on a monthly basis with all family members Lack of documentation of basic services, An initial assessment was not completed nor was case planning completed for specific identified needs for mother or father
WELL-BEING OUTCOME 2	Children receive appropriate services to meet their educational needs	<p>Of the 13 applicable cases the outcome was::</p> <ul style="list-style-type: none"> Fully achieved in 62% of cases; Partially achieved in 15% of cases; and Not achieved in 23% of cases 	<ul style="list-style-type: none"> Youth receives special education, there was a current IEP that addressed those needs An alternative school setting is being sought to provide a more intense academic setting for youth No indication that the child became known to the agency due to educational issues.
WELL-BEING OUTCOME 3	Children receive adequate services to meet their physical and mental health needs.	<p>Of the 16 applicable cases the outcome was::</p> <ul style="list-style-type: none"> Fully achieved in 63% of 	<ul style="list-style-type: none"> No indication that the child had any physical, dental or mental health needs that needed to be addressed

Outcome Area	Measure	Effectiveness Rating by Panel	Frequent Comments by Panels
OUTCOME 3	mental health needs.	cases; <ul style="list-style-type: none"> Partially achieved in 6% of cases Not achieved in 31% of cases 	<ul style="list-style-type: none"> Youth had some mental health issues that needed to be addressed,

Safety outcome I appears the strongest area relative to the percentage of the outcome fully achieved. . Timely investigations and absence of repeat maltreatment are listed as strengths. In well-being outcome I, assessment, case planning, and delivery of services to families are areas in need of improvement especially with parents.

Out-of-Home Case Reviews

Title IVB-Social Security Act section 422(b) 910) (ii) requires children in out-of-home placement to have an administrative review every six months. This can be achieved through a court review, a citizen review, or an administrative review conducted by the local department of social services (LDSS). Failure to document the review could result in a state receiving a financial penalty.

Each of Maryland’s twenty-four jurisdictions has at least one citizen review board comprised of no more than seven citizen reviewers. During fiscal year 08, forty-seven boards reviewed 3,354 cases of children in out-of-home placement. One thousand three hundred and sixty-four (1,364) reviews were not held because local departments did not submit case plans mostly due to CHESSIE problems.

Correlation of CRBC’s reviews with court reviews

During fiscal year 2008, CRBC altered its case review process to primarily review children in the fourth and ninth month of out-of-home placement to correlate with the court’s six and twelve month hearings. This schedule allows CRBC to provide the courts with recommendation reports of the boards’ findings and recommendations prior to the court hearing.

Boards may conduct subsequent reviews after the nine-month review when the board disagrees with at least one vote. These cases are referred to as “advocacy cases.”

The citizen review process

Forty-six percent (46%) of the 3354 reviews were for first review, 29% were second reviews, and 25% were for subsequent reviews. Exhibit VIII show the ten votes that reviewers make to evaluate the child’s safety, well being, and prospects for permanency.

Exhibit VII
Votes Taken During Citizen Review Process

Vote	Findings
Waiver of reunification services (WRS) is the denial of time-limited services to parents or guardians to assist in returning the children home.	The boards must decide if they agree with LDSS' decision to pursue or not pursue a waiver of reunification services against the mother, father, or both. Generally, this finding is made at the first review.
Termination of parental rights Results from a court action terminating parents' legal rights and responsibilities and awarding guardianship to LDSS or a child placement agency.	The Boards may find that there is a compelling reason not to pursue TPR such as the child is with relatives, parents are making progress, or the child is a teenager and does not want to be adopted.
The Board must consider the safety of the child while living in out-of-home placement.	The board must base their finding on whether all applicable safety assessments and child protection protocols have been used such as whether DSS has completed an inventory of people living in the home.
The Board must consider whether there are indicators of risk.	Considerations include, but are not limited to parental visits that may subject the child to risk, domestic violence, and/or a household member with a history of violence, child abuse, or child neglect.
Permanency plan specifies when and with whom the child shall live and the proposed legal relationship between the child and the caregiver(s).	Two votes are taken regarding the permanency plan: <ul style="list-style-type: none"> • Whether the board agrees with the plan; and • Whether adequate progress has been made towards achieving the plan that indicates that the responsible agencies acted in a reasonable and timely fashion to promote permanent placement. A responsible agency includes LDSS, the courts, a private child placement agency and medical and educational systems.
Family Connections considers whether the child is placed in a location that is within reasonable proximity to family and former community in order to preserve connections.	The board must consider if the living arrangement allows the family to stay connected including whether siblings are placed together or in close proximity and whether the location hinders visits with family.
Permanency progress	Have the responsible agencies and/or parents made reasonable efforts to implement the permanency plan within established timeframes.
Current living arrangement is considered when the board recommends that the child be removed from the current location.	This finding is based on when the current placement cannot provide the appropriate level of care.
Education and Health considers whether educational and health needs are being met while in placement which includes physical, mental, dental, and educational assessments and services.	The board considers the timeliness and appropriateness of the services.

Exhibit VII shows the boards response for each of the votes during fiscal years 07 and 08. Exhibit IX reviews the boards' agreement with the permanency plans.

Exhibit VIII

Percentage of Votes that Boards Disagreed with Case Planning

	FY07	FY08
# of Reviews	3,236	3354
VOTES		
WR	1%	1%
TPR	10%	13%
Perm Plan	9%	14%
Family Connections ⁹	Na	2%
Perm Progress	6%	1%
Safety Protocols	3%	5%
Risk	4%	4%
Current Living Arrangement	2%	1%
Placement Plan	2%	3%
Education and health ¹⁰	1%	2%
Advocacy Caseload	25%	31%

Exhibit IX

Board's Agreement with permanency Plan

Permanency Plan	Percent of total reviews	Percent of times board agreed
Reunification	53%	80%
Relative Placement	20%	85%
Adoption	13%	98%
APPLA	13%	97%

Summary of CRBC reviews

- During FY08, members disagreed with at least one vote in 31% of the cases. The percentage of cases with a disagreement increased during FY08, especially in regards to the permanency plan.
- During each fiscal year, the two major disagreements are with TPR and the permanency plan. Members found legal and practice barriers for these areas:
 - The primary plan of relative placement or adoption should have been initiated immediately upon the child's entry into out-of-home placement based on the information presented by interested parties and documents in the case file. Often workers cite that reunification must be listed as the primary plan until the child is in care fifteen out of twenty-two months.
 - The termination of parental rights process had not started because the local department has reunification as the primary permanency plan (adoption may be the concurrent plan but is not acted upon). . This slows the achievement of permanency if adoption becomes the primary plan and contributes to Maryland's inability to consistently meet federal timeframes for completing adoptions.
 - The increase in the percentage of disagreements regarding the permanency plan during fiscal year 08 may be due in part to CRBC conducting the first review at four months rather than six months. Members state that in conducting reviews earlier, they are faced with caseworkers that have not completed sufficient casework to make a strong presentation for the recommended permanency plan. This finding supports the child welfare priority for moving casework at the front end of the child welfare continuum.

FAMILY ENGAGEMENT IN THE CHILD WELFARE PROCESS

Child and Family Services Review (CFSR)

During the 2005 CSFR reviews, two indicators focused on family involvement in the case management process.

- "Well-being outcome I (families have enhanced capacity to provide for their children needs). Item 18. This indicator addresses child and family involvement in the case planning

and the following question: “How effective is the agency in involving parents and children in the case planning process.”

- “Systematic Factors, Case Review System, Item 25. This indicator addresses the “written case plan and the following question, “Does the state provide a process that ensures that each child has a written case plan to be developed jointly with the child, when appropriate, and the child’s parent(s) that includes the required provisions?”

On this first round of CSFR, Maryland was one of forty-four states that rated unsatisfactory in both these areas. Most of the states, including Maryland, listed family team decision-making or a similar a strategy to improve family engagement in the child welfare process.

Well-being I was also a weak area in CRBC’s panels during 2008 reviews.

What is family team-decision-making?

Family Team Decision Making (FIM) is a strengths-based strategy that involves the family and the community as decision-makers throughout the time the child is involved in the child welfare system. FIM differs from current child welfare practices Exhibit X)¹¹.

**Exhibit X
Comparison of Current Practice and FIM**

Current Practice	Family Team Decision Making
Investigate to find facts	Assessment, including family strengths
Agency solely responsible for child safety	Shared responsibility for child safety
Agency identifies service needs for the family; prescriptive approach	Family Team identifies service needs and participates in all decision-making
Responsibility primarily on caseworker for outcomes	Decision through the lens pf the long-term view
Caseworker informally links different people involved with the family	Family creates the team composition
Do not manage to data; no identified outcomes	Manage to data; know what we are measured on
Lack consistent approach to engaging families and child welfare practice	Consistent family-centered approach and philosophy in practice
Rick assessment based on agency interpretation	Functional assessment is comprehensive and input sought from multiple people.

Source: Alabama Department of Social Services.

FIM is expected to:

- Reduce entries into out-of-home placement;
- Reduce the average length of stay in out-of home placement;
- Increase reunifications;
- Identify needed supportive services in the beginning of the case; and
- Identify family strengths that can divert future out of home placement occurrences.

These expectations are aligned with the expectations of Place Matters and with the child welfare priorities listed on pages 2-5.

Some core needs/ components of FIM

- Caseworkers must have a manageable caseload to be able to focus on providing services to the families.
- Only trained facilitators should conduct the meetings. The family caseworker is a participant in the process and not the facilitator.
- A set of standards for conducting the meetings and the family decision-making process.
- An information technology system to collect data and report on outcomes.
- Funding for staff training and resources.

Maryland's participation in FIM

In its Program Improvement Plan (PIP), Maryland wrote:

The implementation of the neighborhood-based, family-centered practice model will involve family team decision-making meetings. This practice will assist child welfare staff in making sound and appropriate decisions with the family, community members, and service providers. These meetings provide the opportunity for family members to better understand safety, permanency, and well-being issues as well as the opportunity to be heard and to be a true partner in the decision-making process. FIM will strengthen and stabilize families, prevent entry into out-of-home care, reduce length of stay, and/or achieve timely, permanent outcomes.¹²

Maryland has three triggers for conducting family team decision-making meetings (called Family involvement meetings). The meetings are held when:

- A child is removed from the home
- There is a change in the permanency plan' and
- There is a change in the placement.

Each of the triggers depends on some type of movement in the case.

Maryland has not met all the recommended components for using family involvement meetings as a core strategy for family engagement:

- Maryland does not have a published set of state standards for conducting family involvement meetings; and
- Funding is needed for training child welfare staff and providing supportive services. Boards and panels have found these areas deficient.

Baltimore County documented some results of its family involvement meetings.¹³In its 2008 annual report, "Children's Services Division Annual Report and Goal Review". The report raises questions to review the impact of its 410 meetings.

- Were FIM meetings held before the juvenile court hearings?
- With whom was the child living as a result of the FIM?
- What was the custody recommendation resulting from the FIM?
- Did the initial FIM result in a more restrictive placement?
- Did the change of placement FIM prevent placement disruption?

A statewide adoption of these types of questions will help to provide the accountability and adjustments needed in order for Maryland's child welfare system to achieve some of the priorities listed on pages 2-5 of this report.

CRBC and FIM

During FY09, CRBC will add the following questions on family engagement to its reviews:

- Did the agency make concerted efforts to actively involve the child in the planning process?
- Did the agency make concerted efforts to actively involve the mother or father in the planning process?

- Did the child, child’s family, and interested persons participate in family involvement meetings with LDSS?

SUMMARY/RECOMMENDATIONS

There is some agreement between child welfare entities regarding priorities for ensuring safety, well-being, and permanency for Maryland’s children. Place Matters is a critical guide to moving and measuring child welfare goals. Long-term and continuous success requires a comprehensive analysis of the entire child welfare population when reporting on indicators and planning program changes. Outcomes are dependent upon a host of variables including but not limited to child’s age, age at entry, race, and availability of supportive services.

As entry and length of stay rates decline, an important indicator of child welfare activities are the children who remain in care more than two years. Their profile must be included in published reports on outcomes. In the face of triumphs, the child welfare community must adopt a “no child left behind” posture.

To improve the analysis and communication of child welfare outcomes, the following are recommended:

Manage with Data

DHR should:

- Report child protection activities by type of allegations.
- Report on outcomes by child’s age, length of time in care, gender, placement type, race, and other variables.
- Report separately on children in out-of-home placement beyond two years and no longer eligible to achieve federal guidelines for permanency.
- Report on re-entries by the above variables as well as by previous supportive services provided and whether FIM was utilized.

Case Review Activities

- CRBC, courts, and the local departments of social services should coordinate reviews and case management activities to avoid intensive activities during some periods (especially during first six months) and a potential lack of activities during other periods (e.g. after two-year period).

Family Involvement Meetings

DHR should:

- Analyze children who are not involved in FIM, especially those children in care longer than 12 months and/or who are not affected by the three triggers. The Department must ensure that efforts remain committed to move these children to permanency. Citizen reviews could possibly focus on these children.
- Publish reports on the number of trained facilitators and develop a standard case size for the facilitators.
- Report on general findings from FIM such as gap in resources. This should be reported by jurisdiction.

Exhibit XII

Some Voices in the Family Team Decision-Making Process

<p>Biological/Foster Parents</p> 	<p>Children in Care</p> 	<p>Relatives</p> 
<p>Case worker</p> 	<p>Mentors</p> 	<p>Service Providers</p> 

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Sabrena McAllister, Administrator

Endnotes

¹ <http://www.dhr.state.md.us/co/pdf/spd.pdf>, p. 15

² <http://www.aecf.org/Home/MajorInitiatives/Family%20to%20Family/CoreStrategies.aspx>

³ Maryland Department of Human Resources, "Child and Family Services Plan, 2008 Annual Progress and Services Plan, Title IVB, page 11

⁴ <http://www.dhr.state.md.us/co/pr/11708>

⁶ The full stated goal is "Maryland children live in permanent homes, and vulnerable adults live in the least restrictive environments

⁷ Maryland Department of Human Resources Place Matters

⁸ Maryland Department of Human Resources Place Matters

⁹ This vote was added in FY08

¹⁰ This vote was added in FY07

¹¹ Advocates for Children and Youth, "Voices for Maryland's Children", Volume 5, Number 8, January 2008

¹² Gaining seat at table

¹³ National conference

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¹⁴