*Social Services Administration Organizational Units*
**Executive Director**

The Executive Director of the Social Services Administration (SSA) is responsible for the overall administration of the Administration with support from two Deputy Executive Directors (Programs and Operations). A number of specific child welfare programs and initiatives are managed within the Administration. In addition, there are five other offices or units within the Administration that provide an infrastructure to support the overall child welfare mission.

The Executive Director's scope of responsibility includes oversight for the provision of a range of administrative supports to 24 Local Departments of Social Services (LDSS) in the areas of policy development, training, foster and adoptive home recruitment and approval, consultation and technical assistance, budgeting, data analysis, quality assurance, and also some direct client services to children and families.

The Executive Director sets the vision for the Administration in establishing an infrastructure to support service delivery and the capacity for ongoing sustainability of these systemic improvements across all 24 local departments.

As part of the December 2016 Strategic Vision for the Administration, the Executive Director reorganized the units and reassigned staff to enhance efficiencies, and to ensure that the Administration was realigned to undertake the new Strategic Direction, moving SSA to trauma-informed and evidence – based practices and becoming a more outcomes driven organization.

With the reorganization, the Interstate Compact on the Placement of Children (ICPC) unit is under the direct supervision of the Executive Director who is also identified at the ICPC Administrator.

**Interstate Compact on the Placement of Children (ICPC)**
- o The ICPC unit ensures that foster children placed out-of-state from Maryland and children placed in Maryland from other States receive the same protections guaranteed to the children placed in care within Maryland. The law offers states uniform guidelines and procedures to ensure these placements promote the best interests of each child while simultaneously maintaining the obligations, safeguards and protections of the "receiving" and "sending" states for the child until permanency for that child is achieved in the receiving state's resource home, or until the child returns to the original sending State. Interstate Compact on Adoption and Medical Assistance (ICAMA) removes barriers to the adoption of children with special needs and facilitates the transfer of adoptive, educational, medical, and post adoption services to pre-adoptive children placed interstate or adopted children moving between states. In addition, the IV-E eligible Guardianship Assistance Program Medical Assistance (GAPMA) provides a framework for interstate

coordination specifically related to permanency established with custody and guardianship awarded to out-of-State IV-E eligible Foster Parents.

*Deputy Executive Director for Programs and Outcomes Improvement (formerly Deputy Executive Director for Programs)*

The Deputy Executive Director for Programs and Outcomes Improvement is responsible for the Offices of Child Welfare Systems Improvement, Placement and Permanency, Family Preservation, Child & Family Well-Being, Adult Services and the Eligibility and Compliance Unit. Each office includes programs and services under their area of expertise:

**Child Welfare Systems Improvement** replaces the Title IV-E Waiver Unit.  Staff was reassigned from other areas so that this unit now encompasses the IV-E Waiver, Continuous Quality Improvement, Workforce Development and Family Centered Practice.  This unit is the overarching unit for outcome measures and programs that are driven by the trauma-informed, evidence based practices and outcomes.

**Workforce Development (formerly Child Welfare Training and Organizational Development)**
**The Training and Organizational Development Unit** oversees all aspects of training activities in child welfare along with the strategic planning to implement and integrate practice updates and innovation.

> ➢ **The Child Welfare Training** component oversees and coordinates the contractual delivery and development of training activities with the Child Welfare Academy (CWA) at the University of Maryland School of Social Work.  The CWA provides statewide training for caseworkers, supervisors, administrators and resource parents.  This partnership with the Child Welfare Academy delivers pre-service training for new employees and administers a competency exam at the end of pre-service training.  The CWA offers continuing education workshops to reinforce the expertise and policy updates for the tenured staff. The oversight of the Title IV-E Education in Public Child Welfare Program is managed by this unit as well. This contract provides specialized child welfare training for MSW (Master of Social Work) degree candidates to enhance the skills of Maryland's public child welfare workforce.
> ➢ **The Workforce Development** component uses theories of organizational change to facilitate the overall strategic mission of the Social Services Administration.  The unit assesses training needs based on policy development and outcome trends across the continuum of program services.  The training assessments inform the delivery method and technical assistance to local departments to enhance the execution of practice activities. The unit serves as lead on implementation of new initiatives.

**Continuous Quality Improvement**
> o The unit is responsible for regular on-site review and data analysis for each of the 24 Local Departments of Social Services, and develops the reports for these reviews. The unit oversees the development of local performance improvement plans stemming from the reviews  This unit works closely with the Federal

government to coordinate improvements to Maryland's Continuous Quality Assurance process for child welfare.

**Family Centered Practice**
- o The unit is responsible for implementing a new Family Centered Practice model for the State of Maryland that integrates both the trauma informed practice and strength based practice models with the existing model. The unit will lead and oversee all strategic communications with internal and external partners about the new integrated practice model, ensuring clear and consistent articulation of the values and principles that guide practice as well as specific practice expectations.

**Child & Family Well-Being**
- o This unit works with stakeholders to identify and develop strategies to improve the array of services available to support children and families in achieving safety, permanence and well-being. The services include education, substance abuse treatment, health care and mental health.

**Child Protective Services and Family Preservation**
- o **Child Protective Services** (CPS) is a mandated program for the protection of all children in the State alleged to be abused and neglected. Child Protective Services screens and responds to allegations of child abuse and neglect via investigative or alternative response, performs assessments of child safety, assesses the imminent risk of harm to the children and evaluates conditions that support or refute the alleged abuse or neglect and need for emergency intervention. It also provides services designed to stabilize a family in crisis and to preserve the family by reducing threats to safety and risk factors. This program provides an array of prevention, intervention and treatment services including:
  - Operating a local jurisdiction based telephone hotline for receiving child abuse/neglect (CAN) reports;
  - Conducting CAN Response (investigative and alternative responses), family assessment and preventive services screenings;
  - Providing substance exposed newborn crisis assessment and services;
  - Providing background screening checks on current or prospective employees and volunteers for children/youth serving agencies;
  - Preventive and increased protective capacity of families; and
  - Family-centered services.

- o **In-Home Family Services** are family preservation programs available within the Local Departments of Social Services. These programs are specifically identified for families in crisis whose children are at risk of out-of-home placement. Family preservation actively seeks to obtain or directly provide the critical services needed to enable the family to remain together in a safe and stable environment.

Maryland provides three programs under In-Home Services continuum: Services to Families with Children-Intake (SFC-I), Consolidated In-Home Services (CIHS) and Inter Agency Family Preservation Services (IFPS). SFC-I provides assessment for situations that do not meet the criteria for a CPS response including reports of substance exposed newborns, domestic violence when children are at risk and substantive risk of child sexual abuse. CIHS are cases referred from CPS, both IR and AR, or SFC-where additional work is needed to bolster a families protective capacities to improve safety and reduce risk. IAFP is similar except that referrals can come from other child serving agency and the child must be at high risk for out-of-home placement.

**Placement and Permanency** combines the former Out-of-Home and Resource Homes Unit. These two units worked together in the past placing children in out-of-home care and are now under one (1) Director.

- o **Foster Care Services:**
  - Short-term care and supportive services for children that have been physically or sexually abused, neglected, abandoned, or at high risk of serious harm.
  - Services to treat the needs of the child and help the family with the skills and resources needed to care for the child. Children are placed in the least restrictive placement to meet their needs, with a strong preference for relatives as the placement of choice. Attempts are made to keep the child in close proximity to their family; however, the child's placement is based on the treatment needs of the child and the availability of placement resources. Services also focus on the well being of the child especially with regards to education, health, and mental health.
  - Time-limited reunification services using concurrent permanency planning to reunite with the birth family or to pursue a permanent home for the child within 12 months of the placement. Permanency planning options that are considered in order of priority:
    - Reunification with parent(s)
    - Permanent Placement with Relatives (includes guardianship or custody)
    - Adoption (relative or non-relative)
    - APPLA (Another Planned Permanency Living Arrangement)
    - Voluntary placement services because of the child's need for short term placement to receive treatment services for mental illness or developmental disability
- o **Adoption Services** develops permanent families for children who cannot live with or be safely reunited with their birth parents or extended birth families. The Maryland Adoption Program is committed to finding "Forever Families" for children in the care and custody of the State. Adoption services include study

and evaluation of children and their needs; adoptive family recruitment, training and approval; child placement; and post-adoption subsidy support.

- o **Ready by 21** provides independent living preparation services to older youth, ages 14-21 years of age in any type of Out-of-Home Placement (such as kinship care, family foster care or residential / group care) to assist the youth in preparation for self sufficiency in adulthood.
- o **Guardianship Assistance Program** serves as another permanency option for children who best needs are not served via reunification or adoption. The goal of this program is to encourage caregivers to become legal guardians of children who have been placed in their home by the Local Department of Social Services by removing financial barriers.
- o **Resource Development and Retention** is responsible for services related to the recruitment and retention of resource families. Program staff provides technical assistance to Local Departments of Social Services on the State Recruitment and Retention Plan as well as assisting in development of their local recruitment and retention plans that specifically target needs in their jurisdiction. The Maryland Foster Parent Association also receives technical assistance from this unit.
- o **Placement and Support Services** is responsible for assisting the Local Departments of Social Services to facilitate barriers regarding the discharge and placement plans for youth in State care from psychiatric hospitals in Maryland and offer suggestions to the local departments for applicable placements for youths in State care. Program staff assists the local Departments to ensure that the youth in State custody are appropriately positioned at their recommended placements and the placements are in the best interest of the youth. In addition, ensures that all youth that are placed out-of-state are placed consistent with practice and policy and that all in-state resources have been exhausted.

**Title IV-E Determination Unit** is charged with statewide development and implementation of Maryland's Title IV-E program to maximize Federal Financial Participation (FFP) in maintenance and assistance payments and administrative costs incurred on behalf of eligible children.

**Office of Adult Services -** serves vulnerable adults who have functional limitations due to a disability or advanced age, and their informal family caregivers, through a home and community-based service delivery system. This system protects vulnerable persons, promotes self-sufficiency and avoids or delays unnecessary institutional care of other out-of-home placements.

### *Deputy Executive Director for Operations*

**Research and Evaluation**
- o **Research and Evaluation** is responsible for the collection and analysis of data for SSA and Local Departments of Social Services. The Research and Evaluation unit also prepares Federal reports such as the Adoption and Foster Care Analysis and Reporting System (AFCARS), Caseworker Visitation, the National Youth in Transition Database (NYTD), the National Child Abuse and Neglect Data System (NCANDS) and generates AD Hoc reports based on user requests.

**Systems Development**
- o **Systems Development** is responsible for assisting with the development, maintenance, training, and support of MD CHESSIE, Maryland's SACWIS system. This unit works with Central Office and Local Departments of Social Services staff to ensure accurate and reliable data is input into MD CHESSIE. The unit works with the MD CHESSIE software contractor on enhancements and troubleshoots any operational problems. Work in this unit also includes supporting the Modernization Team with developing the new child welfare system for DHR. This unit is also responsible for assisting public and private providers with trouble shooting issues with their payments that are to be received on behalf of the children in their care. This unit is also responsible for approving all exception requests to the profiles for MD CHESSIE and approving all requests to access to Business Objects. Systems Development also provides support to the SSA Office of Adult Services for its database, the Client Information System (CIS).

**Contracts (Purchase of Care)**
- o **The Contracts and Monitoring Unit** is responsible for the development and monitoring of contracts for all of Maryland's licensed child placement agencies and residential child care agencies. The unit also monitors contracts with Maryland's Department of Juvenile Services (DJS), Department of State Education (MSDE), Department of Developmental Disabilities (DDA), University of Maryland Baltimore (UMB) and Out-of-State Placement agencies. The unit has implemented performance based contracting and will be monitoring the progress of contracts to ensure that they meet basic minimum standards of performance. As the unit moves forward the goal of monitoring contractor performance will shift from a compliance model to an outcome oriented model. This unit is also responsible for monitoring the placement of children in Out-of-Home care placed in facilities out-of-state.

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- Executive Director
  - Exec. Associate
  - Chief of Staff
  - ICPC Supervisor
  - Dep. Exec. Dir. Programs & Outcomes Improvement
    - Dir. CPS & Family Preservation
    - Dir. Systems Improvement
    - Dir. of Placement & Permanency
    - Mgr. Child & Family Well-being Prgm
    - Mgr. Eligibility & Compliance Unit
    - Dir. of Adult Services
  - Dep. Exec. Dir. Operations
    - Mgr. Systems Development
    - Mgr. Research, Eval., & OAS
    - Mgr. Contracts & Monitoring