



**Queen Anne's County
Draft
LOCAL ACCESS PLAN**

July 15, 2005

Submitted to:
Governor's Office for Children

We Proudly Support:



Queen Anne's County
Draft
LOCAL ACCESS PLAN

For
Queen Anne's County

July 15, 2005

Report to the Governor's Office of Children
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Vision Statement

The Local Access Mechanism has adopted the same vision as the Queen Anne's County Community Partnerships for Children:

To promote a safe, healthy and stable environment for all Queen Anne's County children and families by achieving a comprehensive system of education, health and human services whose effectiveness and responsiveness addresses the needs of children and families through public and private interagency collaboration.

The Local Access Mechanism will help to make this vision a reality by:

- Providing appropriate prevention services to all children and families; with the goal of achieving:
 - An increase in parental and caregiver knowledge of the importance of early childhood brain development and bonding;
 - An increase in support to parents and caregivers of young children;
- Identifying children with intensive needs and providing the appropriate services to the child and family at the earliest possible point, including support and training for parents, caregivers, child care workers, teachers and others to better serve children with intensive needs.

Outcomes for Children

As a result of this improved system, children will experience the following measurable outcomes:

- Increased numbers of children aged 0-5 who are screened for social and emotional development.
- Increased school readiness scores on the Kindergarten Assessment – Work Sampling Study for Social and Personal Development.

These outcomes will impact school readiness.

As a result of this improved system, children and adolescents with intensive needs will experience the following measurable outcomes:

- Increased attachment to school
- Increased school attendance

These outcomes will impact children's success in school.

Planning Process

Planning team

Please see the Appendix.

Assessment of capacity

(1) Number of families to be served

Queen Anne's County has disaggregated the demographic numbers to look at pre-school children (0-4), school-age children (5-17) and transition youth (18-21).

- School-age children and youth: The number of children in Queen Anne's County aged 5-17 is 7,715.
 - Estimated number of children experiencing intensive needs (20%): 1,543
 - Estimated number of children demonstrating the most intensive needs (2%-5%): 154-385
- Pre-school children: The number of children under age 5 is 2,591
 - Estimated number of children experiencing intensive needs (20%): 518
 - Estimated number of children demonstrating the most intensive needs (5%): 130
- Transition-Age Youth (18-21): The number of youth aged 18-21 is not a typical statistic that is maintained. The percentage of youth aged 18-21 is generally about 5.5%. Thus for Queen Anne's County the number of youth aged 18-21 is approximately 2,425.
 - Estimated number of transition-aged youth experiencing intensive needs (20%): 485.
 - Estimated number of transition youth experiencing the most intensive needs (5%): 121.

a. The number of children with intensive needs who currently use services is difficult to identify. The Appendix has a table that lists the number of children using various intensive services. Each program has a different method for identifying capacity and the numbers obtained are estimates. In addition, all of the numbers listed contain duplication.

- a. The total number of school-aged children using these services are 151 and the number of families receiving services is estimated to be 38.
- b. The total number of pre-school children receiving services is 700 and the number of families receiving services is over 200.
- c. Numbers were not available for transition-aged youth.

b. The estimated number of families who will use the Local Access Mechanism is outlined on the table below:

	Information and Referral Help Line (# of Staff needed)	Systems Navigator (# of Staff needed)	Total
FY 2006	350 (1)	30 (1)	230
FY 2007	400 (1.5)	60 (2)	360
FY 2008	450 (1.5)	60 (2)	510
FY 2009	625 (1.5)	60 (2)	685

(2)Current status

- a. Resources: The community resources that are available to address the needs of children with intensive needs are listed in the Chart of Programs in the Appendix.
- b. Capacity of current resources: The capacity of each program at any given time is listed in the Chart of Programs in the Appendix. Also listed on the chart is the number of children/families who have used the service in the past year and the number of children/families on the waiting list (if any). Most programs do not maintain a waiting list as these are children/families with intensive needs. If there is not room in the program for the child or family, the child or family is referred to another program.
- c. Partnerships: Queen Anne's County has a long history of working together in various partnerships on behalf of children and families. It constitutes its main philosophy in providing services and thus the name of the Local Management Board is the Queen Anne's "Community Partnerships for Children". These partnerships are both within the county and with other counties. The existing partnerships will be used extensively by the Systems Navigator (defined in Section 2) to address gaps and barriers in the system. These partnerships and collaborative efforts include:
 - Inter-agency Council (IAC)
 - Local Coordinating Council (LCC)
 - Local Management Board (LMB)
 - Multi-Disciplinary Team.
 - Drug and Alcohol Council
 - Judy Center Partnership
 - Early Childhood Case Management Team
 - Early Childhood Clearinghouse
 - Queen Anne's County Council for Children and Youth
- d. Areas for improvement/barriers: An inter-agency retreat was held in October 2004. At this retreat, resources were shared and participants listed all of the barriers and improvements needed in the current system. They then prioritized this list to begin planning for the Local Access Mechanism. The prioritized barriers identified at an interagency meeting in October 2004 were:
 1. Lack of child and adolescent mental health services
 2. Inflexible regulations that limit services to children and families
 3. Lack of funding of prevention and early intervention programs
 4. Need for life skills coaching for parents

Local Access Mechanism

Introduction

Queen Anne's County proposes a two-pronged approach to improving the access to and utilization of services:

- Central Point of Access through one phone number and a website link to resources that also provides information and referral services.
- Systems Navigator. A person who will work more intensively with families to eliminate barriers to services and to empower families to obtain the support services they need.

Two separate agencies will provide these services through a coordinated mechanism. QAC Helps, an existing information and referral line for Queen Anne's County will expand and improve its current services. A separate agency will be recruited through a Request for Proposal (RFP) process to provide the Systems Navigators. The sections below provide more detail for these two services.

The Queen Anne's County Local Access Mechanism will also approach Systems Navigation in accordance with the age of the child receiving services. Pre-school children and families often have needs unique to their age group and the early childhood service system in Queen Anne's County has its own coordinating partnerships. Services for pre-school age children will focus on prevention and early intervention, specifically:

- Prevention: Services in this area will start pre-natally when possible and will promote bonding and brain development.
- Early Intervention: Services in this area will focus on screening for social and emotional development, connecting families with support services and getting children and families into intensive services as quickly as possible.

School age and older children requiring Systems Navigation will receive assistance using the Wrap-Around Model.

The Queen Anne's Local Access Mechanism will work to decrease paperwork and bureaucracy for every age and support service.

Functions And Associated Tasks

Outreach and Referral

The Queen Anne's County Local Access Plan will use an existing service, Queen Anne's County Helps (QAC Helps) to become the central point of access for families of children with intensive needs. QAC Helps will provide accurate information to families on the range of services, programs, and organizations available in Queen Anne's County. QAC Helps maintains an information database and website of community resources including natural community supports and peer support. Citizens of Queen Anne's County can call one toll-free number (866-QAC-HLPS) and speak with a resource professional to learn about a wide variety of community resources. The help line will be enhanced through the Local Access Mechanism to provide a "live resource person" who will screen callers to identify families with intensive needs. Those

families who do not have intensive needs will be provided a list of resources specific to their stated needs and be invited to follow-up with those resources independently. Those families who do have intensive needs will be assigned a “Systems Navigator”. (for more information, see next section). QAC Helps will also maintain a database of services that are requested, but not available in the county or the nearby region. This information will be provided to the Local Management Board and used to secure future funding and resources that are needed.

QAC Helps is being set up according to the Alliance Information and Referrals System (AIRS) standards that will make it ready to coordinate with the 2-1-1 system. QAC Helps is working toward AIRS accreditation currently. The Queen Anne's County Local Management Board is willing to make QAC Helps available to other counties on the Eastern Shore of Maryland for them to adapt into their single point of access plans. We would be willing to provide each county with an individualized phone number and will expand the database to include resources from their areas.

Outreach Mechanisms

A help line is only worthwhile to a community if it knows of its existence. QAC Helps will participate in a marketing strategy of its services and the other support mechanisms in the county and nearby region. In addition to this marketing strategy, the Local Access Mechanism through QAC Helps and the Local Management Board (LMB) will provide community and agency education workshops. These workshops will help to decrease the stigma associated with families in need of intensive services and also to increase knowledge of the supports that are available. An Outreach Manager will be hired to oversee the Outreach Mechanisms.

QAC Helps (in conjunction with the appropriate agencies) will coordinate community education concerning:

- the existence of the Help Line and the Systems Navigator
- Ways to decrease stigma encountered by children and families with intensive needs. These efforts will be coordinated with the Mid-Shore Mental Health Systems Community Anti-Stigma Coalition and other existing groups such as the disAbilities Coalition.
- Ways to increase natural support in the community for families with intensive needs

The LMB will coordinate training for agency staff concerning:

- the services offered by other agencies and the community
- improving customer service
- a yearly retreat for the Local Coordinating Council, the Inter-Agency Council, the Early Childhood Case Management Team and other collaboratives to address ways to improve services and coordination.

Specific attention will also be given to cross-training law enforcement and court personnel concerning these issues, specifically:

- Sheriff
- Local police
- Court Personnel
- Community Health Care Workers

QAC Helps will help to update and distribute the existing Family Resource Guide. This Guide is distributed through the local newspaper to subscribers and is also located in public places such as the library.

As part of the marketing strategy, parent focus groups will be held to identify the places that parents currently access for information, as well as gaps and barriers in services.

Staffing

The QAC Help line will be staffed with personnel trained in active listening and how to ask effective probing questions to ascertain the level of services that are needed by the family. These personnel will be known as “Resource Specialists”. The Resource Specialists will have the following duties:

- Answer the telephone line(s) in a timely and professional manner;
- Assist callers with information about child and family resources and refer them to other information that the caller may require;
- Complete a Level I screening tool;
- Refer callers directly to a Systems Navigator if the intensity of the family’s service needs requires this level of support;
- Keep the database up-to-date;
- Communicate any issues to supervisor.

The Resource Specialist will have the following competencies:

- Knowledgeable about all aspects of the community;
- Excellent active listening skills;
- Background in Human Services with an Associates degree preferred; experience can be substituted for the degree;
- Experienced in using technology such as databases and web sites;
- Possess empathy tempered by professionalism;
- Understanding of personal boundaries;
- Understanding of system boundaries;
- Consistent, reliable and dependable.

Systems Navigators will be human services professionals with at least a bachelor’s degree in psychology, social work or human services and experience working with children and families with intensive needs. The Systems Navigator should be trained in Touchpoints and Parents as Teachers and be bi-lingual (Spanish). The Systems Navigator will have the following duties:

- Complete the Level II Assessment (explained in the System Entry section) to identify:
 - The strengths of the family;
 - The current barriers faced by the family;
 - Prioritization of family needs.
- Build on the strengths of the family;
- Prioritize gaps and barriers to the family having its needs met;
- Help the families identify strategies to eliminate barriers;

- Use a systems approach to eliminate systems barriers
- Develop an action plan with the family to address the prioritized needs.

The Systems Navigator will have the following competencies (adapted from Pires, 2002):

- Demonstrates respect for children, adolescents and families with intensive needs
- Demonstrates knowledge of the various systems a family may encounter including the philosophies of the various systems and the eligibility requirements
- Demonstrates understanding of the principles of collaborative community-based care
- Demonstrates respectful communication and/or counseling skills
- Demonstrates an understanding of family-centered, strengths-based planning
- Demonstrates a knowledge of a range of crisis prevention and intervention approaches
- Routinely solicits personal goals and preferences from the child and family
- Works as a team member
- Demonstrates a knowledge of legal systems and individual civil rights
- Conducts all activities in a professional manner
- Pursues professional growth and continual development opportunities

Systems Navigators will be hired by a separate organization from the QAC Helps line. When a family is assigned a Systems Navigator, the staff person will stay with the family throughout the process. The families who are referred to the Systems Navigator will generally fall in the 20% category of children and families with intensive needs. The Systems Navigator will work with families who fall into the most intensive needs category and the targeted intervention category. Those in the most intensive needs category will receive more of the Systems Navigator's time. The Systems Navigator will assist the family from qualification for services through the application and acceptance process. He or she will also ensure that the family receives the service and that the service is appropriate to the family's needs. If more than one service is needed, the Systems Navigator will ensure that the services coordinate with one another.

System Entry/Access & Screening/Assessment/Evaluation

System Entry

A family may enter this system one of two ways:

- Direct call to QAC Helps
- Referral from an agency

When a family calls 866 QAC HLPS, a resource specialist will answer the phone and ask what information and/or assistance the family needs. Through active listening skills, the resource specialist will decide whether this family requires further assistance and will screen to see if they fit into the children with intensive needs category. If the person requires more assistance, the resource staff person will transfer the call to a Systems Navigator who is in the same office or is reachable through a direct line. The Systems Navigator will then complete a more detailed screening (Level II). A database will be maintained using the revised SCYFIS database with additional fields for the Level I and Level II screening questions. The Level I database will keep information on:

1. Date and time of contact and staff person
2. Type of information requested/ needed by the family

3. Age of child(ren) needing services
 - a. pre-school
 - b. school age
 - c. transition age
4. Caller relationship to the child
5. Zip code
6. What information/referral given
7. Any request for services currently unavailable in the community

An agency can also refer a family. This may happen if the family exceeds the limits of the agency's resources. The agency making the referral will still work with the family, but the Systems Navigator will help the family obtain other resources and ensure that the resources are coordinated.

Crisis Calls

The QAC Help Line will be available to the public Monday through Friday from 10:00 AM through 8:00 P.M. and on Saturdays from 9:00AM through 1:00 PM. During off hours, a recording will direct callers to dial 9-1-1 if the call is an emergency and will provide a listing of the hours the phone is staffed. In addition, the QAC Helps website will be improved and expanded.

The agency that provides the Systems Navigators will be required to have a crisis call system and take calls from families receiving Systems Navigator services during off hours.

Assessment

The Level II assessment will be completed by the Systems Navigator and will include questions such as:

1. Is this a crisis or emergency situation?
2. Prioritization of needs expressed – what is most important to the family at this time?
3. School information
4. Current public agency involvement
5. Contact information for public agency
6. Does the child have Medicaid coverage? Private insurance?
7. Does the child currently exhibit any of the following risky behaviors? (drop-down list)
8. Strengths of the family and family support network
9. Barriers the family is experiencing to receiving services

Care Coordination

The Level II assessment will help the Systems Navigator to determine the level of care that a family may need. If the family's needs fall into the children with the "most intensive needs" and the child is pre-school age, an early intervention model will be used. It is important for the Systems Navigator to use a family-centered approach and to have a knowledge base of the early

childhood system. If the family's needs fall into the "most intensive needs" category and the child is school aged, the Wrap-around Model will be used.

If the family's needs fall into the less intensive needs category (15%) and the child is pre-school age, the family will be referred to the Coordinated System of Early Childhood Care. If the family falls into the 15% category and the child is school-aged, then the Systems Navigator will provide recommendations and continue working with the family on a monthly basis to follow-up on the recommendations.

Following the assessment, the Systems Navigator will develop a Family Strategic Plan in conjunction with the family. This plan will:

- Build on the assessment and the strengths of the family
- Prioritize gaps and barriers such as:
 - Eligibility requirements
 - Budgetary barriers
 - Insurance barriers
 - Transportation barriers
- Help families identify strategies to eliminate barriers
- Use a systems approach to eliminate systems barriers
- List action steps, responsibilities and targeted completion dates

It is anticipated that the Systems Navigator will have more frequent contact with a family in the first 30 days of services, possibly more than one visit per week. During the period of 30 days through 60 days of service, the Systems Navigator contact is anticipated to be about one time per week. From 60 until 90 days of service, the contact is anticipated to be about one time per month. Beyond 90 days, follow-up contact will be maintained. These estimates of the frequency of service are not meant to be hard and fast rules, but more guidelines, with family needs along with the concept of family empowerment, dictating the number of visits.

Utilization Management

- Queen Anne's County Local Access Mechanism will use the following processes to ensure that families make timely connections to needed services and supports:
 - follow-up with the families by the Systems Navigators
 - periodic customer satisfaction surveys
 - regular meetings of all service providers to discuss accessibility to services utilizing an existing collaborative group such as the Local Coordinating Council, the Inter-agency Council and the Early Childhood Case Management Team. These meetings will be known as "Accessibility Meetings".

External and Internal Communication

- The Systems Navigator will be identifying service gaps, barriers, and other concerns through the Level II assessment and on-going work with families.
- The Systems Navigator will report the service gaps, barriers and other concerns to the regular meetings of the Local Management Board (LMB).

- The LMB will develop and suggest new policies or changes/enforcement of current policies that would improve the system such as:
 - Formalizing informal structures that are working
 - Streamlining case management for families
 - Streamlining access to services
 - Developing informal structures to improve efficiencies
 - Developing a database to track services and outcomes for individuals and families
 - Developing formal collaborative agreements between agencies
 - Developing para-professionals to fill employee gaps (such as para-health professionals that could fill in for services where a nurse is not required)
 - Combine training for staff from various agencies
 - Share ideas that are working in one agency with another agency
 - Ask for assistance from a “Panel of Experts” for particularly difficult system situations.

Ensuring Rights

- All vendors of service will have policies that ensure the rights of consumers. These policies must include (but are not limited to):
 - Conflict of interest
 - Decision appeals process
 - Confidentiality
 - Ethics policy
 - Non-discrimination policies
- Resource Specialists and Systems Navigators will be trained in all aspects of ensuring the rights of children and families including:
 - HIPPA regulations.
 - Mandatory Reporting requirements
 - Appeals process
 - Ethics Policy
 - Conflict of Interest Policy

Information Management

- Basic record keeping on families who utilize the LAM will be accomplished using the SCYFIS database.
- Other data that will be maintained will be:
 - a record of numbers of families served, types of support provided, and outcomes achieved;
 - total number of individuals served by the Help line and the Systems Navigator;
 - break-down of the ages of children:
 - pre-school
 - school-age
 - transition-aged youth
 - data on families who declined services, were put on wait list, and services needed but not received
 - data on the range and types of needs presented by families in order to identify gaps in available resources to meet certain needs

- All data will be collected in a manner that respects confidentiality.

Evaluation

Performance measures on how the Local Access Mechanism will be evaluated will be developed prior to the implementation of the Local Access Mechanism. (e.g., were families satisfied with the support they received from the LAM, did the LAM help families get linked to appropriate services, did the LAM help families get help with coordinating their care?)

- Evaluation of the program will be accomplished using a variety of methods:
 - Exit interviews (families leaving the Systems Navigator Services)
 - Short customer satisfaction survey for callers to the Help Line
 - Agency staff evaluations
- Questions that may be asked of agency staff in evaluating the services:
 - Have you ever called QAC Helps on behalf of a family?
 - Have you worked with a Systems Navigator with one of your families?
 - Did the family receive the needed services?
 - What difference did this service (these services) make in the life of the family?
 - How many of the families that you have referred to the Systems Navigator follow-through on services?
- Development of a Local Access Mechanism evaluation matrix with measurable outcomes for all children and outcomes for children and adolescents with intensive needs.

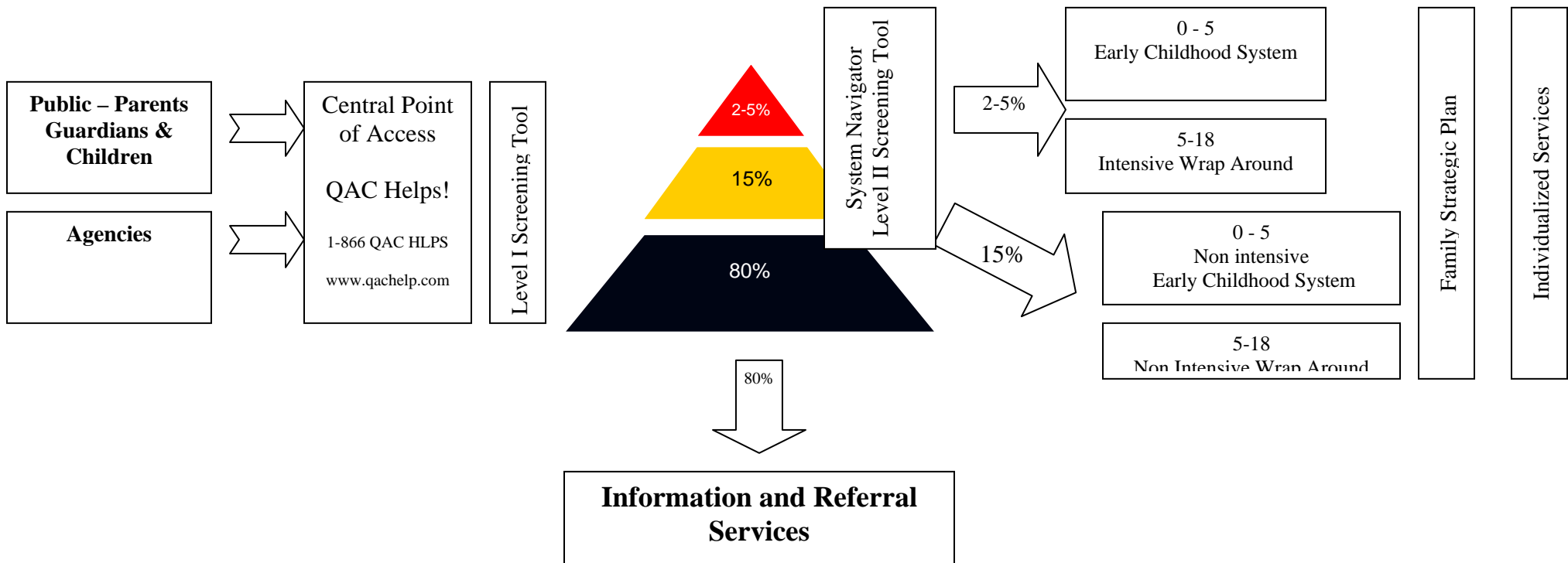
Quality Assurance Plan

Domain	Proposed Activities
Coordination and collaboration among public agencies to assure accurate information & live “hand-off”	<ul style="list-style-type: none"> • Systems Navigator will make the call with the family • Resource Specialist will ask permission to follow-up random phone calls • Mailing every year to services listed in the database to make sure the information is accurate
Ongoing partnership with public and private providers of services	<ul style="list-style-type: none"> • Continue on-going meetings of: <ul style="list-style-type: none"> ○ Local Coordinating Council ○ Inter-agency Council ○ Early Childhood Case Management Team ○ Local Management Board ○ Queen Anne’s County Council for Children and Youth
Connection to and access of natural supports and natural helping networks (e.g., faith-based organizations) by families	<ul style="list-style-type: none"> • Connect with current faith-based members of the Local Management Board • Review of family plans to identify natural supports that were used • Chart review
Customer satisfaction with services	<ul style="list-style-type: none"> • Regular customer satisfaction surveys • Exit interviews
Family member partnership/leadership in planning, implementation, and oversight	<ul style="list-style-type: none"> • Chart Review: <ul style="list-style-type: none"> ○ Family members on planning team ○ Caregivers on planning team ○ Other supports
Cultural and linguistic competency	<ul style="list-style-type: none"> • Priority for bi-lingual Systems Navigator • Budget contains money for interpreters and interpretation phone line • On-going cultural competency training • Questions on evaluation related to cultural competence and family comfort level
Effectiveness of the outreach and marketing to families in the community	<ul style="list-style-type: none"> • Community Resource Survey

Queen Anne's County LOCAL ACCESS PLAN

in draft form

Flow Chart



Budget

Description	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	Description
Salaries						
LMB Director	11,850	12,324	12,817	13,330	13,863	15% of time to Supervise
Operations Specialist	1,702	1,771	1,841	1,915	1,992	5% of time to support
Office Assistant/LCC Specialist	14,663	15,250	15,860	16,494	17,154	50% of time to support
Family Network Specialist	15,473	16,092	16,736	17,405	18,101	30% of time to Respond
Full Time Single Point of Access Coordinator		45,000	46,800	48,672	50,619	Position to coordinate and oversee entire system
Office Assistant		25,000	26,000	27,040	28,122	New Position to help with additional workload
Fiscal Specialist		35,000	36,400	37,856	39,370	New Position to help with additional fiscal responsibilities
Sub Total:	\$ 43,689	\$ 150,436	\$ 156,454	\$ 162,712	\$ 169,220	
Fringe Costs						
	15,291	52,653	54,759	56,949	59,227	Estimated at 35%
Sub Total:	15,291	52,653	54,759	56,949	59,227	
Operational Expenses						
Communications	300	306	312	318	325	30% of Currently LMB expenses to increase by 2% each Year
Postage	750	765	780	796	812	30% of Currently LMB expenses to increase by 2% each Year
Business Travel	300	306	312	318	325	30% of Currently LMB expenses to increase by 2% each Year
Training	10,000	15,000	15,000	15,000	17,000	Various training expenses.
Conferences/Conventions	1,628	1,661	1,694	1,728	1,763	30% of Currently LMB expenses to increase by 2% each Year
Utilities	450	459	468	478	487	30% of Currently LMB expenses to increase by 2% each Year
Advertising	330	337	343	350	357	30% of Currently LMB expenses to increase by 2% each Year
Accounting/Auditing	600	612	624	637	649	30% of Currently LMB expenses to increase by 2% each Year
Consultant	5,000	5,100	5,202	5,306	5,412	30% of Currently LMB expenses to increase by 2% each Year
Supplies	1,500	1,530	1,561	1,592	1,624	30% of Currently LMB expenses to increase by 2% each Year
Equipment	7,500	2,500	2,500	2,500	2,500	3 computers for new staff & 1 upgrade a year there after
Leased Equipment	875	884	893	902	911	25% of current copier expense
Equipment Operation	240	245	250	255	260	30% of Currently LMB expenses to increase by 2% each Year
Rent/Mortgage	6,354	6,481	6,611	6,743	6,878	30% of Currently LMB expenses to increase by 2% each Year
Monitoring/Evaluation	1,650	1,683	1,717	1,751	1,786	30% of Currently LMB expenses to increase by 2% each Year
Professional Group	150	153	156	159	162	30% of Currently LMB expenses to increase by 2% each Year
Board Expenses	1,800	1,836	1,873	1,910	1,948	30% of Currently LMB expenses to increase by 2% each Year
Printing and Publishing	840	857	874	891	909	30% of Currently LMB expenses to increase by 2% each Year
Warehouse Costs	-					
Sub-Total	\$ 40,267	\$ 40,714	\$ 41,169	\$ 41,634	\$ 44,108	
Sub Contract Expenses						
Systems Navigator	64,750	93,569	97,064	100,698	105,077	1 System Navigator in the in first year at \$35,000 and year 4% increase thereafter + .5FTE system navigator in following years and 4% increase in following years. Operational supports also Included
Outreach Manager	35,000	36,400	37,856	39,370	40,945	Position added to existing contract
Resource Promotion and Awareness - QAC Helps	83,818	88,009	92,409	97,030	101,881	Includes Resource Specialists and Costs to operate the program base on only QAC participating.
Interpreter Services	10,000	10,400	10,816	11,249	11,699	Contract for interpreters and interpretation phone line.
Evaluation	29,281	47,218	49,053	50,964	53,216	Approximately 10% of Cost of program
Sub-Total	\$ 222,849	\$ 275,596	\$ 287,198	\$ 299,311	\$ 312,818	
Total	\$ 322,096	\$ 519,399	\$ 539,579	\$ 560,605	\$ 585,372	

Appendix

**Queen Anne's County Services for Children and
Families with Intensive Needs
Chart of Programs**

Program	Capacity	Use (Families)	Use (Children)	Waiting List?
Early Childhood Programs:				
Healthy Families (Families)	40	65		Not Allowed
Healthy Start (Families)	120	106		Not Allowed
Infant and Toddler (Children)	95		120	Not Allowed
Home-Based Support Team (Families)	30	50		
Project Right Steps (Children)	35		55	None maintained
Families First (Families)	28 adults 39 children	500 (adults and children)	355	Not Allowed
Even Start *Sudlersville site from PD (HIPPY) (Children)	20		23	14
Child Find				
Head Start (Children)	70		70	8
Health Department Diagnostic & Advisory Clinic (learning and behavioral issues) (children)	85		77	8
DSS Services: CPS, Families Now, others that serve young children and their families	Refer to Next Section			
Pre-School Support Groups for parents (Judy Center)	15	12		None
Totals		233	700	
School-Age (or all ages)	Capacity	Use (Families)	Use (Children)	Waiting List
Schools: Behavior Specialist in schools	60		85	Not kept
Alternative School	*25		*68	*3-4
Partners for Success	15	Parent contacts: 32	School system/ lead agency contacts: 17 Community provider contacts: 40	0
Pupil Personnel Workers	92		1,100	39
Special Education	1,018		1,018	0
School-based mental health	Additional staff is hired as the need arises.		125	0

Program	Capacity	Use (Families)	Use (Children)	Waiting List?
DJS: Informal Supervision Family Intervention Specialist Probation In Placement Aftercare	NO LIMIT Current cases: 32 Informal, 15 FIS 56 Probation, 27 Placement, 56 Aftercare			None for informal supervision, probation or aftercare in the community. Waiting list for placement at some facilities. 2 weeks to 2 months wait depending on facility.
DSS: <ul style="list-style-type: none"> • Families Now • Continuing Protective Services • Services to Families with children • Child Protective Services • Foster Care 	10-12 families as needed as needed (about 20 children at any one time)	12 19	6 19	
Mental health clinic services				
Community Services Initiative	10		9	0
QAC Helps (phone calls)	Unlimited	350		
Interagency Family Preservation	14	7		
Drug and alcohol services to age 18	35		98	None
Intensive Support Services (Mental Health)	12		19	0
Totals		38	151	

Capacity: Number of families/children using the service at one time
Use: Number of families/children who used the service in the past year
Waiting List: Number of families currently on the waiting list (if any)

Function Matrices

FUNCTION MATRIX: Outreach and Referral		
	Description of how function will be accomplished ¹	
Implementation Schedule	FY2006	Specify fiscal year to begin, if not FY2007-2009
Proposed activities	Train QAC Helps staff to become the Resource Specialist Train agency staff Train law enforcement/court personnel Provide community workshops Family Resource Guide	
For all children with intensive needs*	Yes	
For children with most intensive needs (<i>if different than above</i>)*		
Responsible party	QAC Helps vendor Community Partnership for Children (LMB)	
Staffing		
Needs	Resource Specialist (1FTE) Outreach Manager (1FTE) LMB staff	Resource Specialist (1.5 FTE)
Training	Community Resources Eligibility	
Resources		
Existing	Expanded Community Partnership	
Redirected		
New		New funding needed
Cultural & linguistic competence	Cultural Competency Training Translation Services	
Meaningful partnership with families and youth	Parent Focus groups	Parent Advisory Board (utilizing "alumni" from the program)

FUNCTION MATRIX: System Entry/Access and Screening/Assessment/Evaluation		
	Description of how function will be accomplished ²	
Implementation Schedule	FY2006	Specify fiscal year to begin, if not FY2006 Will begin in FY 2007
Proposed activities	Develop and implement screening, assessment and evaluation protocol.	
For all children with intensive needs*	Yes	
For children with most intensive needs (<i>if different than above</i>)*		
Responsible party	QAC Helps Vendor LMB GOC	
Staffing		
Needs	Resource Specialist (1 FTE) Systems Navigator (1FTE)	Resource Specialist (1.5 FTE) Systems Navigator (2 FTE)
Training	Screening and assessment tools Evaluation protocol	TBD
Resources		
Existing	Expanded Community Partnership	
Redirected		
New		
Cultural & linguistic competence	Cultural Competency Training Bi-Lingual Systems Navigator Translation Services	
Meaningful partnership with families and youth	Parent Focus Group	Parent Advisory Board

FUNCTION MATRIX: Care Coordination		
	Description of how function will be accomplished ³	
Implementation Schedule	FY2006	Specify fiscal year to begin, if not FY2006 Will begin in FY 2007
Proposed activities	Provide care coordination for families needing targeted and/or most intensive intervention Develop Family Strategic Plan in conjunction with families Assist families in removing barriers Facilitate family empowerment	
For all children with intensive needs*	Yes	
For children with most intensive needs (<i>if different than above</i>)*		
Responsible party	Contracted LAM vendor	
Staffing		
Needs	Systems Navigator (1FTE)	Systems Navigator (2 FTE)
Training	System of Care Process Family Strategic Planning and Empowerment Wrap-around process	
Resources		
Existing		
Redirected	“Below the Line” CSI funds	“Below the Line” CSI funds
New	Requires additional new funding.	
Cultural & linguistic competence	Cultural Competency Training Hire bi-lingual System Navigator	
Meaningful partnership with families and youth	Family and youth key in family-centered strategic plan	

FUNCTION MATRIX: Utilization Management		
	Description of how function will be accomplished ⁴	
Implementation Schedule	FY2006	Specify fiscal year to begin, if not FY2006 Will begin in FY 2007
Proposed activities	Direct linkage Follow-up with families Customer satisfaction surveys Accessibility meetings	
For all children with intensive needs*	Yes	
For children with most intensive needs (<i>if different than above</i>)*		
Responsible party	LMB	
Staffing		
Needs	Systems Navigator LMB staff	
Training		
Resources		
Existing	Expanded community parntership	
Redirected		
New		
Cultural & linguistic competence	Cultural Competency Training Hire bi-lingual System Navigator	
Meaningful partnership with families and youth	Customer Satisfaction Surveys	

FUNCTION MATRIX: External and Internal Communication		
	Description of how function will be accomplished ⁵	
Implementation Schedule	FY2006	Specify fiscal year to begin, if not FY2006 Will begin in FY 2007
Proposed activities	Systems Navigator will identify common gaps and barriers that families are experiencing and report to the LMB LMB will develop new policies/programs and/or strategies to improve services	
For all children with intensive needs*	Yes	
For children with most intensive needs (<i>if different than above</i>)*		
Responsible party	Systems Navigator Vendor LMB	
Staffing		
Needs	Systems Navigator LMB staff	
Training		
Resources		
Existing	Expanded Community Parntership	
Redirected		
New		
Cultural & linguistic competence	Cultural Competency Training Bi-Lingual Systems Navigator	
Meaningful partnership with families and youth	Families and youth are part of identifying gaps and barriers on an on-going basis	

FUNCTION MATRIX: Ensuring Rights		
	Description of how function will be accomplished ⁶	
Implementation Schedule	FY2006	Specify fiscal year to begin, if not FY2006
Proposed activities	Develop policies Train Resource Specialist and Systems Navigator	
For all children with intensive needs*	Yes	
For children with most intensive needs (<i>if different than above</i>)*		
Responsible party	QAC Helps vendor Systems Navigator vendor LMB	
Staffing		
Needs		
Training	HIPPA regulations Conflict of interest etc.	
Resources		
Existing		
Redirected		
New		
Cultural & linguistic competence	Cultural Competency Training Bi-Lingual Systems Navigator	
Meaningful partnership with families and youth	Parent Focus Group	Parent Advisory Board

FUNCTION MATRIX: Information Management		
	Description of how function will be accomplished ⁷	
Implementation Schedule	FY2006	Specify fiscal year to begin, if not FY2006
Proposed activities	Adapt SCYFIS Develop database Update QAC Helps computer system	
For all children with intensive needs*	Yes	
For children with most intensive needs (<i>if different than above</i>)*		
Responsible party	QAC Helps Contractor LMB Systems Navigator Vendor GOC	
Staffing		
Needs		
Training	Data input and analysis	
Resources		
Existing		
Redirected		
New	Requires new funding	
Cultural & linguistic competence	Cultural Competency Training Bi-Lingual Systems Navigator	
Meaningful partnership with families and youth		

FUNCTION MATRIX: Evaluation		
	Description of how function will be accomplished ⁸	
Implementation Schedule	FY2006	Specify fiscal year to begin, if not FY2006
Proposed activities	Develop performance measures Exit interviews Customer satisfaction surveys Develop Evaluation Outcomes Matrix	
For all children with intensive needs*	Yes	
For children with most intensive needs (<i>if different than above</i>)*		
Responsible party	LMB	
Staffing		
Needs	LMB Evaluation staff Possible contractor	
Training		
Resources		
Existing	Expanded Community Partnership	
Redirected		
New	Requires new funding	
Cultural & linguistic competence	Cultural Competency Training Bi-Lingual Systems Navigator Translation service	
Meaningful partnership with families and youth	Parents and youth are key in formants for evaluation mechanisms	

Queen Anne's County
Local Access Planning Committee Members

Susan Anthony, QA Co. Department of Social Services
Lindy Barton, QA Co. Department of Juvenile Justice
Cindi Bauer, QA Co. Community Partnerships for Children
Diana Benson, Department of Social Services
Mike Clark, QA Co. Community Partnerships for Children
Shelly Coleman, Circuit Court for Queen Anne's County
Nancy Conley, QA Co. Department of Social Services
Mary Curry, QA Co. High School
Pat Deitz, Q.A. Co Health Dept.
Mary Ann Gleason, QA Co. Community Partnerships for Children
Joe Grabis, QA Cty Dept Juvenile Justice
John Hedding, Q.A. Co. Sheriff's Office
Nancy Henry, QA Cty Board of Education
Matt Kemple, Sheriff's Office
Heidi Rochon, Parent Advocate
Holly Short, Crossroads Community INC
Emma Shivers, Drug & Alcohol Prevention Office
Marian Sinclair, Mid-Shore Mental Health Systems
Marge Slama, QA Co. Department Social Services
Jennifer Stansbury, QA Co. Community Partnerships for Children
Merrick Thayer, QA Co. Department Juvenile Justice
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Nicole Valiux, Kent Island High School
Stirling Ward, QA Cty Board of Education
Denise Whiteley, QA Cty Dept. Juvenile Services
Anne Willmore, QAC HELPS!
Warren Wright, QA Co. Board of Education