



Maryland Department of Juvenile Services: SafeMeasures® Impact Six Months After Implementation

The purpose of SafeMeasures® is to provide timely, meaningful useful data for users at every level of an agency; the goal is to help agencies use these data to help serve their clients and keep the community safe. To this end, the SafeMeasures team focuses on operational issues that help agencies achieve their outcome and performance objectives.

SafeMeasures is effective because it provides timely, actionable reports for every level of the agency. Social workers, supervisors, managers, and administrators can view aggregate reports on agency performance and drill down to view data for the underlying cases.

In August 2012, the Maryland Department of Juvenile Services (DJS) contracted with the National Council on Crime and Delinquency (NCCD) for the SafeMeasures service. A core team of DJS and NCCD staff determined the priorities and scope of the project. By February 2013, SafeMeasures was rolled out statewide.

During initial development, the core team asked basic case practice questions in order to prioritize certain critical operations. These priorities are presented to users upon login to SafeMeasures via a Key Performance Indicator (KPI) display that shows current performance on these priorities. More detailed reports that show performance over time by region, office, and unit are updated daily and are available to all staff at every level.

As shown in the following images (taken from a now-obsolete version of SafeMeasures; a new version was released in 2014), DJS achieved tremendous improvements across several areas since implementation in January 2013. The key results, six months after implementation, were as follows.

- **MCASP Assessment Completion** increased from 78% to 95%.
- **Timely Supervisor Reviews** increased from 79% to 93%.
- **Contact Compliance** increased from 58% to 83% within four months.
- **Current Client Photos** increased from 60% to 93%.
- **Timely Treatment Service Plan Status** (no baseline) is 94%.

This is strong evidence that the broad availability of near-real-time data helps achieve desired outcomes.



My Upcoming Work

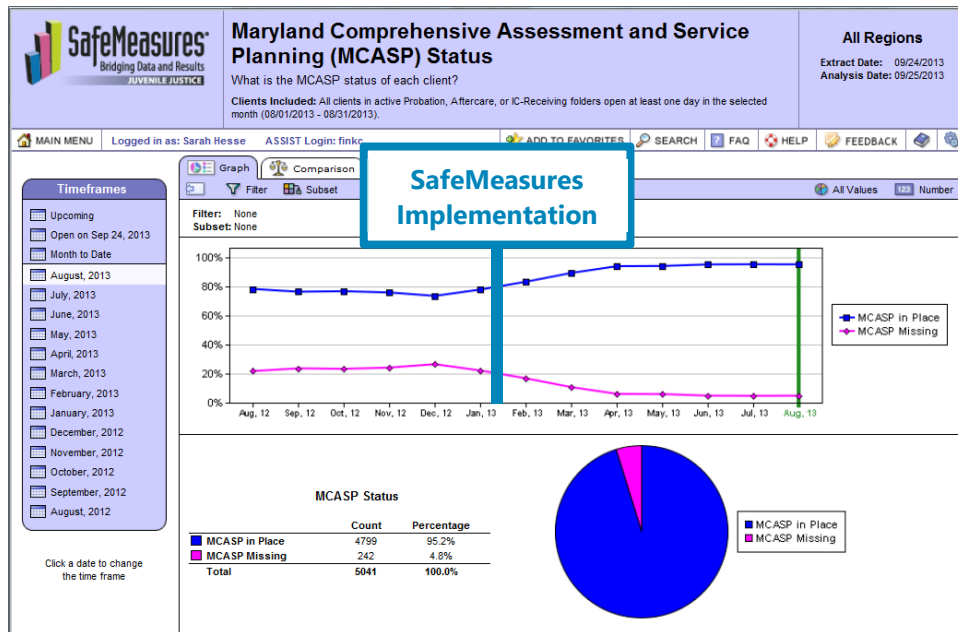
Client Name (PID)	Worker	Assigned	Folder (ID)	Sup Level	Sup Review	MCASP	TSP	AWOL	Photo
[Redacted]	[Redacted]	11/22/2010	Administrative (2)	Administrative	✓				
[Redacted]	[Redacted]	05/06/2013	Community (2)	Not Recorded					
[Redacted]	[Redacted]	05/15/2012	Administrative (2)	Not Recorded	✓				
[Redacted]	[Redacted]	05/23/2013	Administrative (3)	Administrative	✓				
[Redacted]	[Redacted]	08/30/2010	IC-Sending (2)	Not Recorded					
[Redacted]	[Redacted]	10/12/2011	Aftercare (2)	Placement	⚠	✓	✓	⚠	
[Redacted]	[Redacted]	09/09/2013	Intake (2)	Not Recorded					
[Redacted]	[Redacted]	06/26/2013	Intake (2)	Not Recorded					
[Redacted]	[Redacted]	07/05/2013	Intake (2)	Not Recorded					
[Redacted]	[Redacted]	06/26/2013	Intake (2)	Not Recorded					

At login, users with an active caseload see their **My Upcoming Work (MUW)** display. Basic information is provided for their cases, along with case status across a metrics determined by the core team. An intuitive red/yellow/green color scheme provides quick visual cues as to the task status.

Any column on the list may be sorted to group similar task statuses, making it easy to identify all tasks in need of immediate attention. Because data are refreshed nightly, assignments and case statuses are up-to-date and accurate as of the previous day.

Unit supervisors have a similar display. They see all cases assigned to the workers in their unit with the same metric status that caseworkers see for their caseloads.

MCASP Assessment Completion Reached 95%

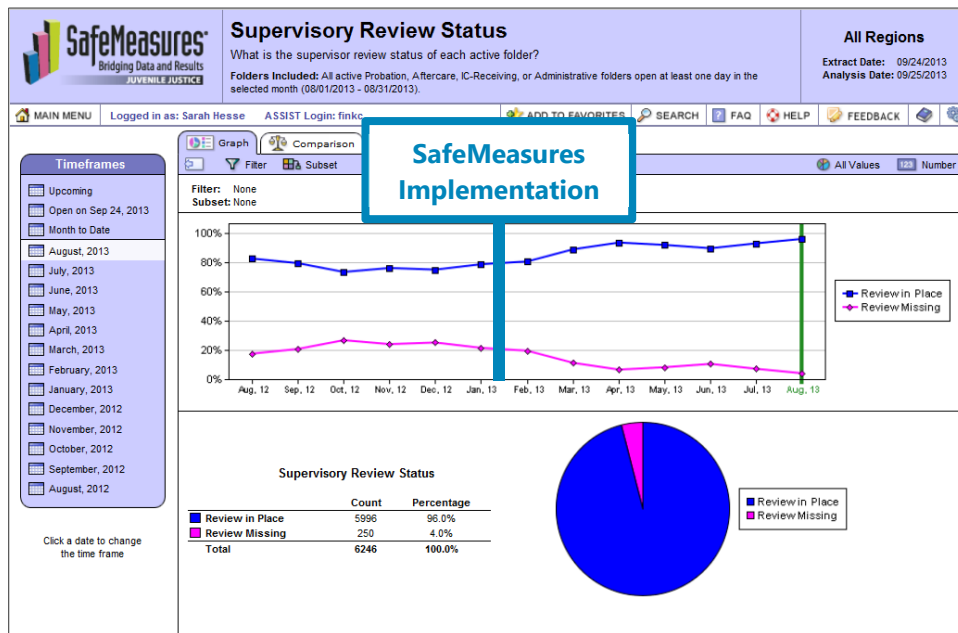


The Maryland Comprehensive Assessment and Service Plan (MCASP) is a critical part of DJS's assessment process. The MCASP is common across several agencies and is maintained in a

separate database that is not part of the DJS case management system. Because the MCASP is a standardized statewide assessment tool used by multiple Maryland agencies, MCASP completion is critical not just to DJS, but to all of its sister agencies that may serve clients in common and may therefore need access to the MCASP for their decision making.

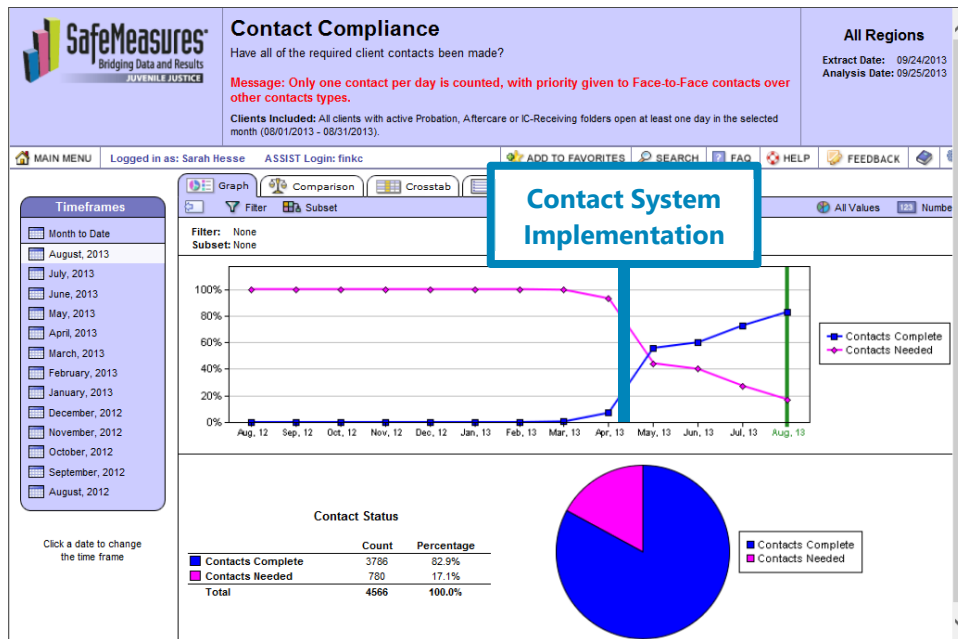
Because it is part of a separate system, prior to SafeMeasures implementation, DJS could not evaluate the MCASP as part of its case management process. Consequently, about 20% of active cases never had an MCASP completed as required. As of August 2013, with SafeMeasures, the percentage of cases without an MCASP assessment was under 5%.

Timely Supervisor Reviews Reached 96%



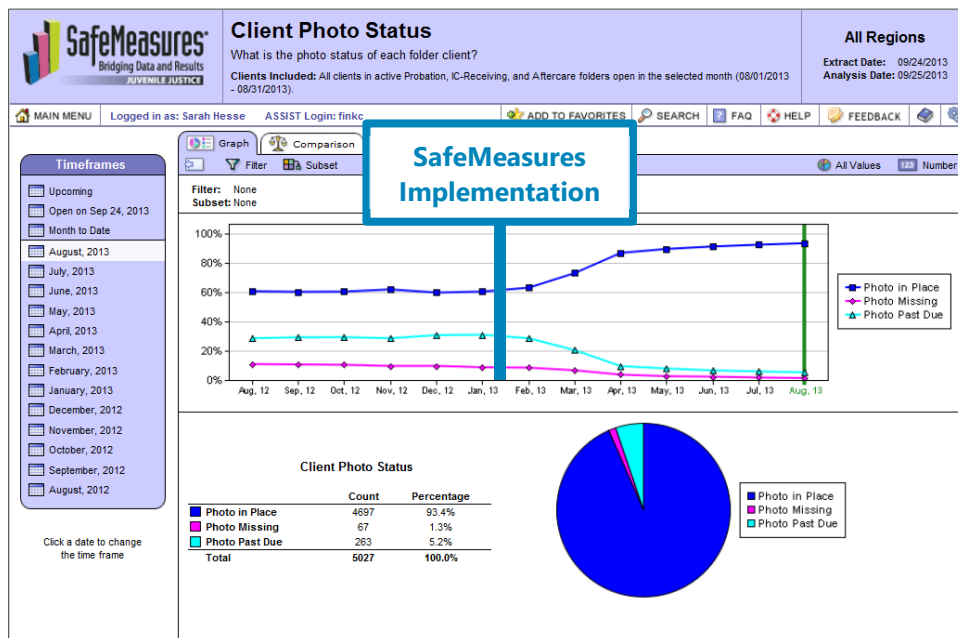
Prior to SafeMeasures implementation, timely supervisor review of case plans rarely exceeded 80%. Beginning with the introduction of SafeMeasures and continuing into August 2013, timely review by supervisors increased to 96%.

Contact Compliance Neared 83%



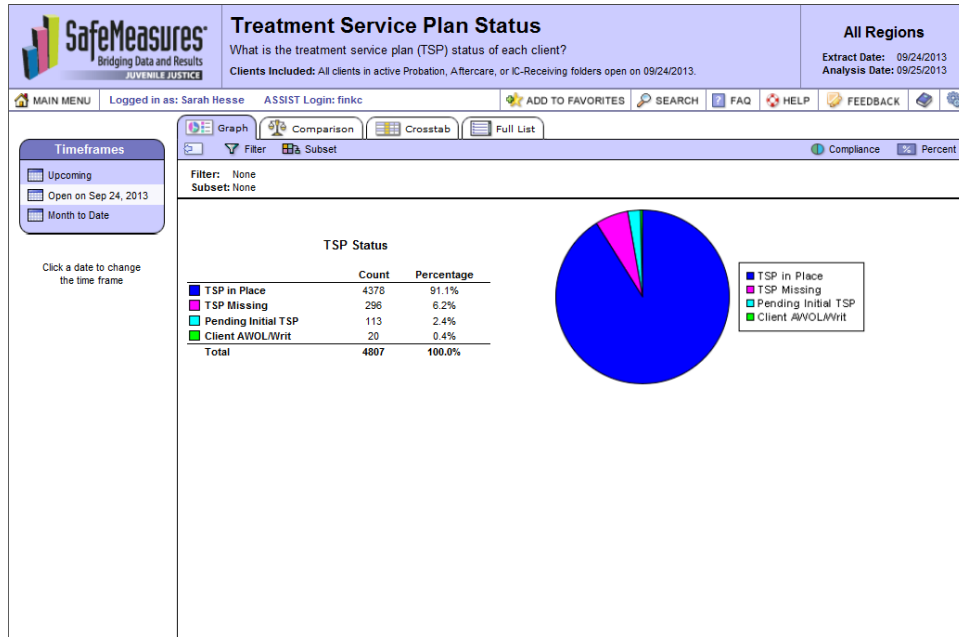
When SafeMeasures was implemented, DJS did not have a system for recording contacts. As soon as a system was developed and implemented in April-May 2013, SafeMeasures began tracking contacts. This enabled DJS to see which offices and units were recording contacts and which were not. The ability to monitor and track program implementation in near-real-time is a key asset of SafeMeasures. Compliance problems can be identified and remedied within days, not months or years. Transparency and accountability are keys to effective monitoring.

Photo Documentation Reached 93%



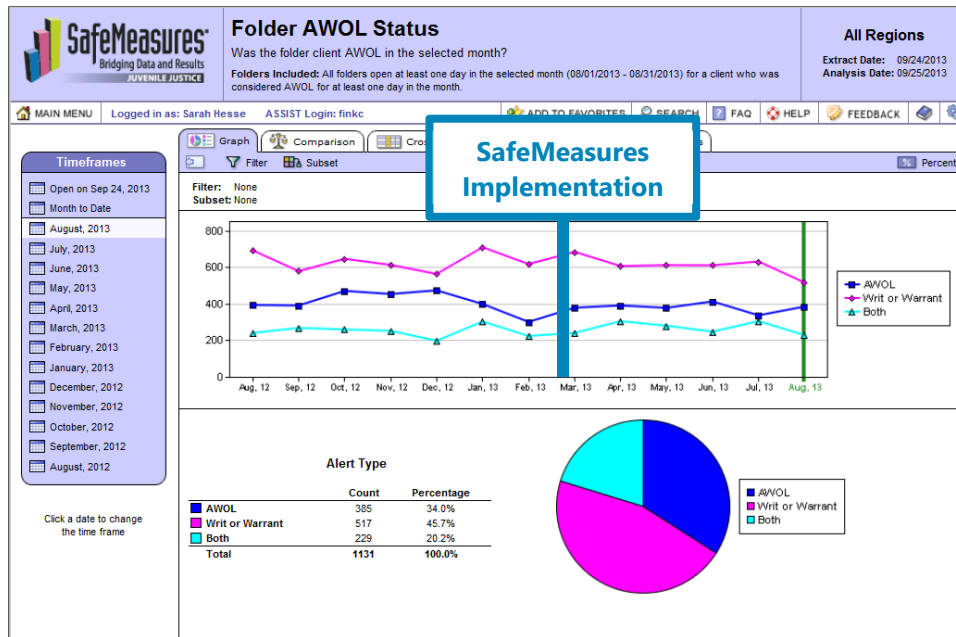
Before SafeMeasures was available to staff, DJS had an issue with maintaining current photographs of youth. Forty percent of cases were consistently outdated. As soon as SafeMeasures began tracking the currency of photographs, which enabled workers and supervisors to identify outdated photographs, compliance immediately began increasing. As of August 2013, over 93% of youth had an up-to-date photograph.

Timely Treatment Service Plans Reached 91%



The DJS case management system does not maintain historical data on when treatment plans were completed or revised. However, it does maintain the date of the most recent plan, which makes it possible to determine whether service plans are up-to-date for active cases. Although it cannot be documented using trend charts, currency of treatment plans was a serious problem. After SafeMeasures was implemented, only about 6% of service plans were missing or outdated as of September 2013.

Timely AWOL and/or Writ Statuses



The DJS case management system provides a status indicator for youth who are AWOL and/or have active writs. While this is not a “case practice” issue subject to much improvement, it is critically important to maintain up-to-date monitoring of youth with these statuses.

Prior to SafeMeasures, timely summaries of AWOL and writ statuses were not possible. Now, every user in the agency can identify which cases have an AWOL status and/or have writs.

For More Information

For more information, contact:

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About NCCD

NCCD, the country’s oldest nonprofit criminal justice research organization, was founded in 1907. Today NCCD works with agencies and organizations across 79 jurisdictions in the United States and nine jurisdictions in Australia, Canada, Bermuda, and Taiwan to develop and implement evidence-based and data-driven practices in adult and juvenile justice settings, child welfare, adult protective services, and other social welfare arenas. Please visit our website at www.nccdglobal.org. For more information, call us at (800) 306-6223.