

**APS Program Operational Plan**

<b>State/Territory/District</b>	Maryland
<b>Contact</b>	Greg Sesek
<b>Budget Allocation</b>	<b>\$4,453,930</b>
<b>Timeline</b>	<p>AMERICAN RESCUE PLAN ACT (ARPA) OF 2021- Grant 1  <b>August 2021 – September 2023 \$1,440,997</b></p> <p>AMERICAN RESCUE PLAN ACT OF 2021 - Proposed Grant 2  <b>August 2022 – September 2024 = \$1,571,936 (Covid) + \$1,440,997 (ARPA 1) = \$3,012,933</b></p>
<p><b>Vision 2025</b></p> <p>The Vision clarifies what your ARPA Grant 1 Program aspires to become and to achieve. It is designed to inspire by providing a picture of where the program is heading in <b>3-5</b> years.</p> <p><b>Note:</b> If you are a part of a larger organization, does it have its own future vision? If so, you may want to adapt it to your own program.</p>	<ol style="list-style-type: none"> <li>1. Vulnerable adults are safe and free from maltreatment</li> <li>2. Vulnerable adults are living in safe environments</li> <li>3. Vulnerable adults are partnered with a well-prepared professional workforce that effectively collaborates to achieve mutual outcomes</li> </ol>

<p><b>Mission Statement</b></p> <p>Mission and Values statements can be an effective tool to educate the public; state and local government officials; state government agencies; provider agencies; and service recipients as to what the Adult Protective Services is and how they do business.</p> <p>Mission Statements answer four key questions about your APS Program:</p> <ul style="list-style-type: none"> <li>• Who do we serve?</li> <li>• What needs do they have that we can fulfil?</li> <li>• How do we meet those needs? How do we make the clients' lives better?</li> <li>• Does it link directly to the Vision Statement?</li> </ul> <p><b>Note:</b> if you are a part of a larger organization, does it have its Mission Statement? If so, you may want to adapt it for your own program.</p>	<p><b>Mission, The Office of Adult Services</b></p> <p>Through a home and community-based service delivery system, the Office of Adult Services (OAS) works to protect vulnerable adults from abuse, neglect, and exploitation and unnecessary institutionalization, including older adults and adults living with disabilities.</p> <p>OAS programs allow vulnerable adults in Maryland to live a high-quality life with personal dignity, privacy, and the right to make their own choices.</p> <p>The Office of Adult Services focuses on the needs of the elderly, adults with disabilities, and vulnerable adults. We work with local Departments of Social Services and community partners to coordinate services for the vulnerable adult population throughout Maryland to promote their safety, stability and independence. Our services are delivered with the principles of personal dignity, quality of life, privacy and the right to make choices.</p>
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<p><b>Guiding Principles / Core Values</b>          Guiding Principles or Core Values guide internal processes and client interactions for your APS Program.</p> <p><b>Note:</b> if you are a part of a larger organization, does it have its own set of Guiding Principles or Core Values? If so, you may want to adapt it for this program.</p>	<ul style="list-style-type: none"> <li>● Person-centered</li> <li>● Trauma responsive</li> <li>● Strength-based</li> <li>● Culturally and linguistically responsive</li> <li>● Outcomes driven</li> <li>● Community focused</li> <li>● Safe, engaged and well-prepared professional workforce</li> </ul>
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<p><b>Goals for Program Improvement</b></p> <p>These are goals to be obtained in order to move your APS program from current practices to your Vision.</p> <p>Now that you have new funds targeted for your work with APS, what can be enhanced or improved in your current program? These goals must meet the APS Formula Grant requirements. It is recommended these goals become SMART goals (specific, measurable, actionable, and timely).</p> <p>Using the results of your Environmental Scan, identify key issues that need to be addressed during this planning cycle.</p> <p>These are goals to move your APS Program from current practices to your Vision #1.</p>	<p><b>Continuous Quality Improvement (CQI) process for Adult Services</b></p> <ul style="list-style-type: none"> <li>● Improve adult and family outcomes by promoting client-centered, community based, and individually focused trauma responsive interventions.</li> <li>● Promote best practice and practice innovation to support state mandates through the use of clinically appropriate interventions, improvements in efficiency and effectiveness, critical analysis of data, and strategic investment of resources.</li> <li>● Encourage a transparent environment and open dialogue between DHS/SSA and local departments to facilitate shared accountability and sustainability of best practices for adults and families.</li> </ul> <p><b>Diversity, Equity, Inclusion</b></p> <p>The Office of Adult Services (OAS) will work with internal and external partners toward Diversity, Equity, Inclusion in all aspects of agency culture, workforce development, and client and stakeholder engagement. We will identify challenges and barriers, and institutional opportunities for organizing change. Develop an ongoing mandatory bias awareness training to include racial bias, ageism and ableism; the impacts on internal culture and how this is manifested in client and community engagement. This will include when to appropriately engage with law enforcement partners.</p> <p><b>Training Expansion, Pre-Service &amp; post-Pre-Service- Workers</b></p> <p>Develop a comprehensive and sustainable plan for training new and existing Adult Services workers. This includes pre-Pre-Service Training for workers on day 1, until they are able to complete Pre-Service Training; Pre-Service Training, a 10-session hybrid; post-Pre-Service Training, utilizing the <a href="#">APS Field Guide</a>; and NAPSA Certificate Program, Core Competencies. Maryland APS workers will be well-trained and NAPSA certified.</p> <p><b>Training Expansion- Supervisors</b></p> <p>Develop a comprehensive and sustainable plan for training new and existing Adult Services program supervisors. This will utilize Adult Protective Services Workforce Innovators (APSWI) tool, <i>The APS Supervisor as Trainer: Preparing New APS Professionals for the Field</i>.</p> <p><b>APS-Strengthening Practice</b></p> <ul style="list-style-type: none"> <li>● Identify and Recommend Capacity Assessments</li> <li>● Intake, Create an Adult Services- APS Intake policy and practice guide</li> </ul>
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- Investigation Outcomes- Provide an analysis of APS Investigation outcomes through regular analysis of data to assess for Investigation efficacy
- Forensic Interviewing and Tool - Identify or develop a forensic interviewing tool for use in sexual and financial exploitation investigations.
- APS Adult Abuser Registry
- Partnering For Better Safety Outcomes in Long Term Care Facilities
  
- Expansion of Lethality, Domestic Partner Abuse Screening Tool
- Address Policy Insufficiency, Provide Clear Practice Guides and Program Manuals
- Develop Critical Incident Workgroup
- Undue Influence
- Expansion of preventative services and case management
- Nursing Consultation
- Capacity Assessments

<p><b>Targeted Improvement Projects</b></p> <p>Using the results of your Environmental Scan and PESTEL, describe the targeted improvements and enhancements needed for this planning cycle.</p> <p>Your improvements should be concrete, measurable, and complete.</p> <p><b>WHY</b> is this improvement needed?          What <b>Purpose</b> or <b>NEED</b> will it fill?          What <b>RESOURCES</b> will be used?          What <b>ACTIVITIES</b> will it entail?          What are the direct <b>OUTPUTS</b> of the activities? What are the intended results and how will clients benefit?</p> <p><i>See example on next page.</i></p>	
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EXAMPLE: Illustrate targeted improvements using a Logic Model Framework

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
<b>ARPA 1</b>					
Enhance Workforce/Staffing Resources- Training	\$324,133 Training & Evaluating	<b>ARPA 1 Project 1</b>  Staff Development Through Additional Training utilizing the NAPSA Modules and the NAPSA Certificate Program  NAPSA Conference	Provide multiple trainings. Solicit feedback from attendees.  100% of Maryland APS case managers and supervisors will have ample training opportunities to satisfy licensure requirements.  100% of staff complete the NAPSA Certificate Program  Opportunities for APS Staff Attendance at 2022 NAPSA conference & 2023 NAPSA conference.	Maryland APS will pursue trainings including the 23 Core NAPSA Modules for both Instructor Led and e-learning formats that will enhance and develop skills in key areas of APS work. Contract with NAPSA, SDSU, & or NTRC for the NAPSA Certificate Program  Opportunities for APS staff to attend the 2022 & 2023 NAPSA Annual Conference. This will provide education at a national level pertinent to APS professionals	APS staff will have enhanced knowledge of training topics resulting in more informed action on APS reports. These opportunities for professional growth and networking should also lead to increased job satisfaction and improved morale and ultimately provide better services and protections for our clients.
<b>APS-Strengthening Practice</b>  Process Improvement – Need to upgrade	\$116,864  CQI - Continuous Quality Improvement	<b>ARPA 1 Project 2</b>  <b>APS Program Evaluation-</b> Complete an overall evaluation	Case Reading report and training session materials	Conduct an evaluation of Maryland’s APS’ program based on the National Voluntary Consensus Guidelines for State Adult Protective Services Systems provided by The Administration for Community Living providing Maryland APS with	Maryland APS will have Improved consistency, efficiency, accuracy, and equity assessments to ultimately better

<p>and improve Maryland's APS Program to more nearly comply to National Voluntary Consensus Guidelines</p> <p>Continually assess program impact and areas for improvement through data analysis</p>		<p>to identify areas of needed improvement within Maryland's APS Program</p> <p>Research/ Formative Evaluations (e.g., Structured Decision-Making Case Readings and Continuing Training)</p>	<p>Formative evaluation report(s)</p> <p>Generate numerous recommendations for improving or changing specific components or processes within Maryland's APS' program. Implement a number of highest priority recommendations.</p>	<p>possibilities for program enhancement</p> <p>Identify areas for improvement in consistency and accuracy in assessment tools, initiatives, and strategies for implementation</p>	<p>serve and provide timely and accurate services to our clients</p>
<p><b>APS-Strengthening Practice within the counties</b></p>	<p>\$1,000,000</p>	<p><b>ARPA 1 Project 3 County Level Projects</b></p>	<p><b>County Level Projects</b></p> <p>Funds will be allocated to the individual counties for the approved projects and client needs that they identify</p>	<p>APS staff will be better equipped and able to purchase to carry out their case management duties, buy purchasing items or services needed for their APS clients</p> <ul style="list-style-type: none"> <li>• Emergency Placements</li> <li>• Therapeutic Aides (Mental Health)</li> <li>• In Home Consultation with Mental Health Providers</li> <li>• Capacity Evaluations</li> <li>• TeleHealth Visits</li> <li>• Nursing consultation</li> <li>• Forensic accounting services</li> <li>• Delivery Services for Food and Prescriptions and other essential needs</li> <li>• Safe Transportation Options for Clients in need of essential healthcare services or other essential services</li> </ul>	<p>Clients will have better access to capacity and nursing evaluations, temporary and emergency, transitional housing to provide stability and safety</p>



				<ul style="list-style-type: none"> <li>• Electronic Equipment that supports virtual visitation or services like Life Alert</li> <li>• Delivery Services For Food, Prescriptions, and Other Essential Needs</li> <li>• Electronic Equipment That Supports Virtual Visitation or Other Services (Life Alert)</li> <li>• Training</li> <li>• Home hazard cleaning services</li> <li>• Durable medical equipment, including utilization of funds for equipment delivery</li> <li>• Aging in place safety needs, housing repairs</li> <li>• Personal care supplies</li> <li>• Respite Care</li> </ul>	
<b>ARPA 2</b>		<b>ARPA 2 State Administrative Projects</b>			
ARPA 2 Enhance Workforce/Staffing Resources-Training	<b>\$162,066</b> Training & Evaluating	<b>ARPA 2 Project 1</b>  Staff Development Through Additional Training utilizing the NAPSA Modules and the NAPSA Certificate Program  NAPSA Conference	Provide multiple trainings. Solicit feedback from attendees.  100% of Maryland APS case managers and supervisors will have ample training opportunities to satisfy licensure requirements.  100% of staff complete the	Maryland APS will continue pursuing trainings including the 23 Core NAPSA Modules for both Instructor Led and e-learning formats that will enhance and develop skills in key areas of APS work. Contract with NAPSA, SDSU, & or NTRC for the NAPSA Certificate Program  Training expansion for Supervisors and Workers: Development of an in-service training plan to meet the needs of APS workers and supervisors, and provide ample CEU licensure opportunities, including	APS staff will have enhanced knowledge of training topics resulting in more informed action on APS reports. These opportunities for professional growth and networking should also lead to increased job satisfaction and

			<p>NAPSA Certificate Program</p> <p>Opportunities for APS Staff Attendance at 2022 NAPSA conference &amp; 2023 NAPSA conference.</p>	<p>bias awareness training and on-going practice refinements</p> <p>NAPSA Certification costs (\$150/per worker)</p> <p>Opportunities for APS staff to attend the 2022 &amp; 2023 NAPSA Annual Conference. This will provide education at a national level pertinent to APS professionals</p>	<p>improved morale and ultimately provide better services and protections for our clients.</p>
<p><b>APS-Strengthening Practice</b></p> <p>Process Improvement – Need to upgrade and improve Maryland’s APS Program to more nearly comply to National Voluntary Consensus Guidelines</p> <p>Continually assess program impact and areas for improvement through data analysis</p>	<p><b>\$58,432</b></p> <p>CQI - Continuous Quality Improvement</p>	<p><b>ARPA 2 Project 2</b></p> <p><b>APS Program Evaluation-</b> Complete an overall evaluation to identify areas of needed improvement within Maryland’s APS Program</p> <p>Research/Formative Evaluations (e.g., Structured Decision-Making Case Readings and Continuing Training)</p>	<p>Case Reading report and training session materials</p> <p>Formative evaluation report(s)</p> <p>Generate numerous recommendations for improving or changing specific components or processes within Maryland’s APS’ program. Implement a number of highest priority recommendations.</p>	<p>Continue the ongoing evaluation of Maryland’s APS’ program based on the National Voluntary Consensus Guidelines for State Adult Protective Services Systems provided by The Administration for Community Living providing Maryland APS with possibilities for program enhancement</p> <p>Identify areas where improvements have been made and continue to identify additional areas for improvement in consistency and accuracy in assessment tools, initiatives, and strategies for implementation</p>	<p>Maryland APS will have Improved consistency, efficiency, accuracy, and equity assessments to ultimately better serve and provide timely and accurate services to our clients</p>

<p><b>APS- Strengthening Practice</b></p>	<p><b>\$783,813</b> Practice Development and Expansion</p>	<p><b>ARPA 2 Project 3 APS Program Development Expansion</b> to provide increased protections for vulnerable adults.</p>	<p>Strengthen guardianship practice, development of a guardianship specialty in APS; all guardianship program managers and supervisors to become certified guardians, National Guardianship Association.</p> <p>Development of APS Financial Exploitation specialty; increased coordination among agencies to protect vulnerable adults from financial abuse.</p> <p>Development of an APS Sexual Exploitation/Abuse specialty; utilizing a forensic interviewing tool to protect adults from sexual abuse.</p> <p>Development of an APS Adult Abuser Registry to protect vulnerable adults from abuse.</p>	<p>National Guardianship Association certification for guardianship supervisors and workers</p> <p>Expansion of contract with Maryland CASH Campaign to provide financial exploitation practice guidance and training</p> <p>Evaluation of forensic interviewing tools for APS</p> <p>Facilitation of an APS Adult Abuser Registry for Maryland Evaluation and development of practice and policy guides</p> <p>Consultant fees</p>	<p>Maryland APS will have Improved consistency, efficiency, accuracy, and equity assessments to ultimately better serve and provide timely and accurate services to our clients</p>
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<p><b>ARPA 2          APS-          Strengthening          Practice within          the counties</b></p>	<p>\$2,008,622</p>	<p><b>County Level          Projects          ARPA 2          Project 4          County Level          Projects</b></p>	<p>Funds will be allocated to the individual counties for the approved projects and client needs that they identify</p>	<p>APS staff will be better equipped and able to purchase to carry out their case management duties, buy purchasing items or services needed for their APS clients</p> <ul style="list-style-type: none"> <li>• Emergency Placements</li> <li>• Therapeutic Aides (Mental Health)</li> <li>• In Home Consultation with Mental Health Providers</li> <li>• Capacity Evaluations</li> <li>• TeleHealth Visits</li> <li>• Nursing consultation</li> <li>• Forensic accounting services</li> <li>• Delivery Services for Food and Prescriptions and other essential needs</li> <li>• Safe Transportation Options for Clients in need of essential healthcare services or other essential services</li> <li>• Electronic Equipment that supports virtual visitation or services like Life Alert</li> <li>• Delivery Services For Food, Prescriptions, and Other Essential Needs</li> <li>• Electronic Equipment That Supports Virtual Visitation or Other Services (Life Alert)</li> <li>• Training</li> <li>• Home hazard cleaning services</li> <li>• Durable medical equipment, including utilization of funds for equipment delivery</li> </ul>	<p>Clients will have better access to capacity and nursing evaluations, temporary and emergency, transitional housing to provide stability and safety</p>
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				<ul style="list-style-type: none"> <li>• Aging in place safety needs, housing repairs</li> <li>• Personal care supplies</li> <li>• Respite Care</li> </ul>	
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**Budget / Spending Plan for ARPA funds** – Semi-annually for 3 to 5 years

Budget/Spending Plan will be used to enhance, improve, and expand the ability of APS workers to investigate allegations of abuse, neglect, and exploitation. Be sure to use separate line items for each major improvement project.

Operational Plan Submission due by **January 31, 2022**.

**ARPA 1- First Grant Allocation - August 2021 - September 2023**

	Description	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	Total
Project 1	Training & Evaluating	\$81,033	\$81,033	\$81,033	\$81,034	\$324,133
Project 2	CQI – Continuous Quality Improvement	\$29,216	\$29,216	\$29,216	\$29,216	\$116,864
Project 2	County Level Projects		\$333,333	\$333,333	\$333,334	\$1,000,000
<b>Total</b>						<b>\$1,440,997</b>

**ARPA 2- Second Grant Allocation - August 2022 September 2024**

	Description	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
	State Administration Projects					
Project 1	State Administration Training & Evaluating			\$81,033	\$81,033	\$162,066
Project 2	State Administration Continuous Quality Improvement			\$29,216	\$29,216	\$58,432
Project 3	State Administration APS Program Development Expansion	\$195,953.25	\$195,953.25	\$195,953.25	\$195,953.25	\$783,813

<b>Project 4</b>	<b>County Level Projects</b>	502,155.5	502,155.5	502,155.5	502,155.5	\$2,008,622
<b>Total</b>						<b>\$3,012,933</b>

**Summary of ARPA 1 + ARPA 2 Expense**

	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
<b>Summary</b>	\$110,249	\$443,582	\$1,141,690.75	\$1,141,692.75	\$808,357.75	\$808,357.75	<b>\$4,453,930</b>