

with the Governor's approval (Code 1957, Art. 88A, sec. 1A).

Four offices are part of the Administration: Administrative Services; Policy Administration; Program Innovation; and Quality Assurance.

#### OFFICE OF POLICY ADMINISTRATION

Katherine L. Cook, *Director*  
(410) 767-7055

The Office of Policy Administration was formed as the Office of Policy Development in 1992 and received its present name in 1993. The Office is responsible for the CARES Long-Term Care Unit, Disability Management Operations, the Welfare Reform Office, and three divisions: Policy and Regulations; Program and Systems Support; and Training and Staff Development.

#### DISABILITY MANAGEMENT OPERATIONS

David F. Baker, *Manager*  
(410) 767-8910

Begun in 1987, Disability Management Operations helps disabled recipients apply for federal Medicaid, Social Security and Supplemental Security Income benefits through the *Disability Entitlement Advocacy Program*. The Program assists with documentation and acts as advocate for persons with disabilities at entitlement and appeal hearings.

#### DIVISION OF POLICY & REGULATIONS

Beth H. Boyd, *Manager*  
(410) 767-7925

The Division of Policy and Regulations started as the Division of Policy. It received its present name in 1996.

The Division develops policy and procedures from federal and State regulations for the Food Stamps Program and other public assistance. The Division also forms operational policy for the Medical Assistance Program.

#### DIVISION OF PROGRAM & SYSTEMS SUPPORT

Ruth A. Waugh, *Manager*  
(410) 767-7926

The Division of Program and Systems Support began as the Division of CARES User Support. It received its present name in 1996.

The Division deploys staff to local departments of social services to help them convert to the Client Automated Resource and Eligibility System (CARES). The System was developed to reduce paperwork, standardize office operations, and apply policies and regulations uniformly statewide. For assistance programs, CARES determines client eligibility, issues benefits, produces client notices and management reports, and alerts local departments of social services to which cases need atten-

tion. The Division also works with the Office of Information Management to modify and improve the System.

#### WELFARE REFORM OFFICE

Joyce B. Underwood, *Program Manager*  
George M. Van Hook, *Program Supervisor*  
(410) 767-7298

The Welfare Reform Office began in January 1993 as the *Primary Prevention Initiative Program*, a five-year demonstration project. The Program was reorganized as the Welfare Reform Office in 1996.

The Office tests the impact of sanctions and incentives on the behavior of welfare recipients. To prevent long-term dependence on public assistance, the Office encourages welfare recipients to take responsibility for their children's school attendance and health care. The Office requires parents to secure health care for their children from birth to age 6. School-age children must attend school at least 80 percent of the time. For each child not in compliance, monies are deducted from the family's monthly benefit check. Support services, such as counseling and seminars, are available to assist parents. Also, bonuses may be earned for prenatal health care of pregnant women or for preventive health care of children over age 6.

#### OFFICE OF PROGRAM INNOVATION

Richard E. Larson, *Director*  
(410) 767-7150

The Office of Program Innovation originated in 1980 as the Office of Program Support and was reorganized in 1992 under its present name. The Office is a resource for data and analysis in the reform of federal and State public assistance. The Office also oversees the Maryland Welfare Policy Institute Consortium through which Morgan State University, the University of Maryland at Baltimore, and the University of Baltimore provide technical and research expertise to the Department.

#### OFFICE OF QUALITY ASSURANCE

Stephen M. Marz, *Director*  
(410) 767-7974

The Office of Quality Assurance started as the Office of Field Operations and was reorganized under its current name in 1992. The Office monitors local departments of social services to ensure compliance with State and federal regulations for programs of the Family Investment Administration. The Office also serves as a liaison between the local departments and State agencies.