We’re All in this Together

North Carolina’s Program Improvement Plan

OCTOBER 19, 2017
What is the Child & Family Services Review?

- Periodic reviews
- Ensure conformity with federal requirements
- Determine what is actually happening to children and families as they are engaged in child welfare services
- Assist states in helping children & families achieve better outcomes
- Help identify strengths & areas needing improvement
We’re in it for the OUTCOMES…

**SAFETY**
- Children are, first and foremost, protected from abuse and neglect.
- Children are safely maintained in their homes whenever possible and appropriate.

**PERMANENCY**
- Children have permanency and stability in their living situations.
- The continuity of family relationships and connections is preserved for families.

**FAMILY & CHILD WELL-BEING**
- Families have enhanced capacity to provide for their children’s needs.
- Children receive appropriate services to meet their educational needs.
- Children receive adequate services to meet their physical and mental health needs.
And the Systemic Factors...

Measure the effectiveness of:

1. the state-wide child welfare information system
2. the case review system
3. the quality assurance system
4. staff and provider training
5. the service array and resource development
6. the agency’s responsiveness to the community
7. foster and adoptive parent licensing, recruitment, and retention
Program Improvement Plans are not the follow-up. They are the main event.
How was the PIP developed?

Meetings with various stakeholders & constituency groups
- County child welfare agencies
- Judicial partners
- LME/MCOs
- Birth Parents
- Foster Parents
- Adoptive Parents
- Youth
- Other Service Providers

► Throughout the CFSR process and PIP development, county staff have been deeply and critically involved.
► Recognition that there is great benefit from uniting to be a statewide system.
► North Carolina continues to demonstrate passion and commitment to improving Child Welfare Services across the state.
10 OSRI Counties aka 10 Pilot Counties

- Buncombe
- Craven
- Cumberland
- Durham
- Hoke
- Mecklenburg
- Pitt
- Scotland
- Wake
- Wilson
Improve the outcomes of safety, permanency, & well-being through the establishment of clear performance expectations for practice in CPS Assessments, In-Home Services, & Foster Care Services

GOAL 1
Goal 1: Strategy 1
Policy & Practices

Strengthen and clarify North Carolina’s child welfare policies and practices
Policy vs Protocol vs Guidance

- Policies
- Standards
- Guidelines
- Procedures
### Highlights - CPS Assessments

<table>
<thead>
<tr>
<th>Protocol or Guidance</th>
<th>New Requirements</th>
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</thead>
<tbody>
<tr>
<td><strong>Protocol</strong></td>
<td>All initiations, including Family Assessments, must include individual interviews with each child.</td>
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<tr>
<td><strong>Protocol</strong></td>
<td>A home visit where the alleged victim resides must occur the same day the victim child is seen.</td>
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<td><strong>Protocol &amp; Guidance</strong></td>
<td>Two Level Decision Making &amp; The Role of the Supervisor. This is a new section that includes the requirement for twice monthly staffing of each case.</td>
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<tr>
<td>Protocol or Guidance</td>
<td>New Requirements</td>
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<tr>
<td>Protocol</td>
<td>Every contact with the family must include an individual interview with each child, separate from the parent/caretaker.</td>
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<tr>
<td>Protocol</td>
<td>At least one contact per month with each child must be in the home.</td>
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<tr>
<td>Protocol</td>
<td>At least one contact per month with each child must be with the child and his or her parent/caretaker.</td>
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<tr>
<td>Protocol</td>
<td>In high risk cases, all children, their parents or primary caretakers, and all maltreating parent(s) or caretaker(s) must be seen face to face once a week.</td>
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</table>
If reunification is the primary plan, face-to-face contact with the parent(s) must occur at least monthly, and the majority (4 out of every 6) of these contacts must be held in the parent’s residence.
Pre-Implementation Survey
Survey Results

- 300 pre-implementation surveys were completed.
- Most were social workers.
How often do you consult the Child Welfare Policy Manual?

- DAILY
- WEEKLY
- MONTHLY
- YEARLY
- NEVER

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage of Total Participants</th>
</tr>
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<tbody>
<tr>
<td>Daily</td>
<td>11%</td>
</tr>
<tr>
<td>Not daily but at least once a week</td>
<td>29%</td>
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<tr>
<td>Not once a week by at least once a month</td>
<td>32%</td>
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<tr>
<td>Less than once a month</td>
<td>28%</td>
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Additional Goals of the Revised Manual

- Provide for easier access, use and navigation
  - Improve the format
  - Support searches and navigation, and
  - Better use of links
- Provide increased consistency
- Provide clarity regarding requirements and timeframes
- Provide clarity regarding what must occur and what is recommended
- Eliminate use of non-specific and vague terms
- Eliminate redundancy
- Develop improved process for policy updates and modifications
Goal 1: Strategy 1
Policy & Practices

Publish the revised manuals governing child welfare policies and practices

Implement the revised policies, practices and training in the 10 OSRI counties

Manuals can be found on TA Gateway Knowledgebase
https://nccwta.org/index.php/?/Knowledgebase/Article/View/2/12/nc-cw-modified-manual-for-nc-cw-pilot
Goal 1: Strategy 2
Training Systems

Enhance the training system to support the consistent application of the revised policies and practices.
Goal 1: Strategy 2
Training Systems

- Identify key competencies for the revised policies & practices
- Compare key competencies for initial & ongoing training
- Revise the training curricula & delivery methodology to ensure staff have the basic skills necessary to do their work
Training Systems

REVISED COURSES INCLUDE:

- Child Welfare in North Carolina: Pre-Service
- Intake in Child Welfare Services
- CPS Assessments in Child Welfare Services
- CPS In-Home Child Welfare Services
- Placement in Child Welfare Services
Goal 1: Strategy 2
Training Systems

- Develop a series of “in-service” trainings to be used by county supervisors and training divisions to reinforce consistent implementation of the revised policies and practices.
Spotlight on Practice

- Incarcerated Parents
- Heroin and Opioids
- Using the Safety Threshold Concept to Enhance Decision Making
- Considerations when Removing a Child from the Home
- Medical Decisions in Foster Care
- Face-to-face contacts
- Collateral contacts
- Diligent efforts to locate and engage
- Making Appropriate Case Decisions in Family Assessments
- Conflict of Interest Cases
Strengthen the capacity of county child welfare agencies to sustain the consistent application of the revised policies & practices
Supervisor Academy

- Practical Skill-Building Exercises
- Policy-Based Practice Opportunities
- Move Supervisors Beyond the Basics of Supervision
Supervisor Academy

Using Data to Improve Agency Practice and Performance

- Improving practice and performance using data within a county child welfare agency
- Understand how to use the six-step CQI with teams
Supervisor Academy

**USING DATA TO IMPROVE PRACTICE AND PERFORMANCE: COMMUNITY PARTNERSHIPS**

- Improving practice and performance through data sharing with community partners
- Identify a community partner(s) that is essential for improving outcomes with children and families
- Understand how to use the six-step CQI process to facilitate collaborative meetings with community partners
Goal 1: Strategy 3
Supervisor Academy

Implement the supervisor academy beginning with the first cohort of supervisors from the 10 OSRI counties
Goal 1: Strategy 4
Technical Assistance

Implement a technical assistance model for NC DSS to provide multi-level assistance to county child welfare staff regarding the consistent application of the revised policies, practices, and training.
Goal 1: Strategy 4
Technical Assistance

Assess
Assess the current model to support the consistent implementation of the revised policies and practices

Revise
Revise the model to counties based on the assessment

Document
Document the revised North Carolina technical assistance to counties model
The 7 Levels of North Carolina Child Welfare Technical Assistance

- Level 7: Intensive Technical Assistance
- Level 6: State Initiated Technical Assistance
- Level 5: County Requested Technical Assistance
- Level 4: Formal Program Technical Assistance
- Level 3: Formal Response
- Level 2: Rapid Response
- Level 1: Informational
Goal 1: Strategy 4
Technical Assistance

**Explore**
Explore other county-administered states technical assistance/support models to inform development

**Clarify**
Clarify how counties’ support needs will be determined and how the state will assist counties with item-specific analysis of the case review findings and addressing any identified needs

**Analyze**
Develop the protocol and processes by which quality assurance results will be analyzed and program improvement will be implemented and evaluated statewide
Goal 1: Strategy 4
Technical Assistance

- Implement the revised technical assistance model beginning in the 10 OSRI counties
Goal 1: Strategy 5
Child Welfare Family Leadership Model

Develop and pilot county level child welfare family engagement committees and a state level family advisory council that promotes and supports the involvement of families at case practice, policy, and systems levels.
Goal 1: Strategy 5
Child Welfare Family Leadership Model

County Level Family Advisory Committee
- Sponsorship of a birth family to participate in state-level work
- State will provide training & technical assistance

State Level Family Advisory Council
- Focus on engagement concerns at the state & local level
- Focus on implementation of the revised policies & practices
- 12 members
  - 6 birth
  - 2 kinship
  - 1 foster
  - 1 adopt
  - 2 youth
Improve the outcomes of safety, permanency, & well-being through the utilization of a statewide quality assurance system which will identify the strengths and needs of the service delivery system.

GOAL 2
Goal 2: Strategy 1
Quality Assurance

Improve the outcomes of safety, permanency, and well-being through the utilization of a statewide quality assurance system which will identify the strengths and needs of the service delivery system.
Goal 2: Strategy 1
Quality Assurance

- Statewide communication regarding Quality Assurance
- On-demand course is now available
- Ongoing case reviews
Improve the permanency outcomes for children through collaboration with the judicial system

GOAL 3
Goal 3: Strategy 1
Permanency Performance Profiles

- Published at state & county levels
- Plan to address issues of:
  - Notices to resource parents
  - Timely establishment of case goals
  - Concurrent planning
  - Timely TPR actions
- Local meetings to review the profiles
- Develop specific strategies to improve performance
Goal 3: Strategy 2
Court Engagement

- Training & Technical Assistance

- Plan to address issue of:
  - Children not achieving permanence

- Collaboration

- Evaluation
Goal 3: Strategy 3
Guardianship Assistance Program

- Move children towards permanence
- Increase utilization of the program
Strengthen cross-system service provision to improve safety, permanency, & well-being outcomes for children & families

GOAL 4
**Goal 4: Strategy 1**
**Bridging Local Systems**

**Written Agreements between County Agencies & LME/MCOs which:**

| Establish standards for making referrals | Include standards for:  
• timeliness of assessment & initiation of services  
• timeliness of utilization management decision, &  
• individualized service planning |
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<tr>
<td>Establish protocols for how will work together when children are placed outside of the area</td>
<td>Specify how service gaps will be jointly identified</td>
</tr>
<tr>
<td>Include collaborative/integrated strategies</td>
<td>Establish procedures for tracking the standards &amp; progress on strategies</td>
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</table>
Goal 4: Strategy 2
Diligent Recruitment & Retention

Strengthen and reframe the statewide foster and adoptive parent diligent recruitment plan to support the recruitment of families who meet the needs of the children they serve and who reflect the ethnic and racial diversity of the children served by the Foster Care program.
Goal 4: Strategy 2
Diligent Recruitment & Retention

Develop a more strategic state-level diligent recruitment plan that can be utilized at both the state and local level.

Communicate the improved diligent recruitment plan to all county departments of social services and private child placing agencies.
Goal 4: Strategy 2
Diligent Recruitment & Retention

Support ongoing data analysis related to diligent recruitment planning, implementation, and monitoring.

State staff will:
provide technical assistance to counties to recruit families who reflect the diversity of children served by the foster care program and who can meet their physical, mental and behavioral needs.
Goal 4: Strategy 3
Stakeholder Engagement

- Recorded presentation regarding federal level plans
- Consultation with stakeholders
- Listening sessions
- Coordination with other federal service programs
Enhance the statewide data quality, collection, & dissemination of information regarding services provided

GOAL 5
How is NC doing?
Safety Outcome 1:
Children are first & foremost protected from abuse and neglect.

<table>
<thead>
<tr>
<th>Item</th>
<th>Rating</th>
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<tbody>
<tr>
<td>1. Timeliness of initiating reports</td>
<td>68.57%</td>
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</table>
Safety Outcome 2:
Children are safely maintained in their homes whenever possible & appropriate.

<table>
<thead>
<tr>
<th>Item</th>
<th>Rating</th>
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<tbody>
<tr>
<td>2. Services to family to protect children in the home or prevent re-entry into foster care</td>
<td>58.14%</td>
</tr>
<tr>
<td>3. Risk &amp; Safety Assessment and Management</td>
<td>56.58%</td>
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Permanency Outcome 1:
Children have permanency & stability in their living situations.

<table>
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<tr>
<th>Item</th>
<th>Rating</th>
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<tbody>
<tr>
<td>4. Stability of placement</td>
<td>65.91%</td>
</tr>
<tr>
<td>5. Permanency goal</td>
<td>50%</td>
</tr>
<tr>
<td>6. Achieving reunification, guardianship, adoption, or another planned permanent living arrangement</td>
<td>38.64%</td>
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Permanency Outcome 2:
The continuity of family relationships & connections is preserved for children.

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<thead>
<tr>
<th>Item</th>
<th>Rating</th>
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<tr>
<td>7. Placement with siblings</td>
<td>89.66%</td>
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<tr>
<td>8. Visiting with parents &amp; siblings in foster care</td>
<td>46.88%</td>
</tr>
<tr>
<td>9. Preserving connections</td>
<td>75%</td>
</tr>
<tr>
<td>10. Relative placement</td>
<td>72.09%</td>
</tr>
<tr>
<td>11. Relationship of child in care with parents</td>
<td>55.17%</td>
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Well-Being Outcome 1:
Families have enhanced capacity to provide for their children’s needs.

<table>
<thead>
<tr>
<th>Item</th>
<th>Rating</th>
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</thead>
<tbody>
<tr>
<td>12. Needs &amp; services of child, parent, &amp; foster parents</td>
<td>47.37%</td>
</tr>
<tr>
<td>12a. Needs assessment &amp; services to children</td>
<td>80.26%</td>
</tr>
<tr>
<td>12b. Needs assessment &amp; services to parents</td>
<td>47.14%</td>
</tr>
<tr>
<td>12c. Needs assessment &amp; services to foster parents</td>
<td>89.74%</td>
</tr>
<tr>
<td>13. Child &amp; family involvement in case planning</td>
<td>49.33%</td>
</tr>
<tr>
<td>14. Caseworker visits with child</td>
<td>61.84%</td>
</tr>
<tr>
<td>15. Caseworker visits with parents</td>
<td>47.83%</td>
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Well-Being Outcome 2:
Children receive appropriate services to meet their educational needs.

<table>
<thead>
<tr>
<th>Item</th>
<th>Rating</th>
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<tbody>
<tr>
<td>16. Educational needs of the child</td>
<td>92.45%</td>
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Well-Being Outcome 3:
Children receive adequate services to meet their physical and mental health needs.

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<tr>
<th>Item</th>
<th>Rating</th>
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<tbody>
<tr>
<td>17. Physical health of the child</td>
<td>79.31%</td>
</tr>
<tr>
<td>18. Mental/behavioral health of the child</td>
<td>79.31%</td>
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</tbody>
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Questions?
For more information, contact:

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