

North Carolina Child and Family Services Review Round 3 Program Improvement Plan—Progress Report

State/Territory: North Carolina

Reporting Period Date or Range: January 1, 2017 – June 30, 2017

PIP Effective Date: January 1, 2017

End of PIP Implementation Period: December 31, 2018

End of Non-Overlapping Year: December 31, 2019

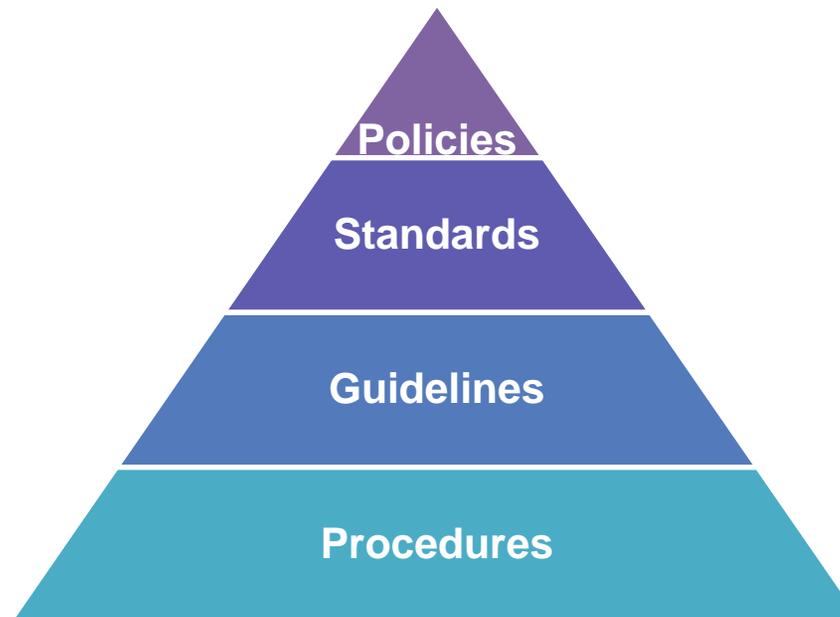
Part One: Strategies/Interventions and Key Activities Report

Goal 1: Improve the outcomes of safety, permanency and well-being through the establishment of clear performance expectations for practice in CPS Assessments, In-Home services and Foster Care services

Strategy 1: Strengthen and clarify North Carolina’s child welfare policies and practices

Progress: To achieve the tasks detailed in Goal 1: Strategy 1, a Policy and Practices Workgroup was formed in the Fall of 2016 and began meeting in October 2016. One of the first activities completed was the review of policy manuals from other states with the intention of finding a framework that would fit North Carolina’s context. This process included reviews of the child welfare policy manuals for Connecticut, Indiana, Kansas, Maine, Ohio, Oregon, Texas, and Virginia. Also during the Fall of 2016, the Policy and Practices Workgroup received consultation from Sarah Desmarais, an Associate Professor and Coordinator of the Applied Social and

Community Psychology Program at North Carolina State University who has expertise in policy writing. Through the review of other states' policy manuals and in consultation with Dr. Desmarais, a framework was chosen based on the following diagram:



In this context,

- policies are formal, brief statements of requirement(s) that usually have a statutory basis;
- standards are protocols with mandatory action(s) to meet the requirement(s);
- guidelines describe practices or processes, including best practices or recommended practices; and
- procedures are step-by-step instructions for performing the task to ensure compliance.

Once this framework was established, the Workgroup then began the process of reviewing and assessing CPS Intake, CPS Assessments, CPS In-Home Services, and Placement Services policies to map it accordingly. This activity illuminated the current status of the policy manual and served as an initial step towards streamlining the content. The next step was to walk through the child welfare process through the eyes of a child being served by the system. This exercise further identified gaps in policy.

CPS Intake, CPS Assessments, CPS In-Home Services, and Placement Services policies were then reviewed to identify the duplication and inconsistency in language across the multiple sections. The On-Site Review Instrument was used to crosswalk the federal expectations with North Carolina’s policies. The revisions of the policy manual were completed on schedule – June 30, 2017.

The Policy & Practices Workgroup continues to receive consultation from the Capacity Building Center for States as it further delves into the revision work. Through this partnership, the Capacity Building Center for States completed a thorough review of North Carolina’s safety and permanency policies using both a safety lens and a new worker lens. This review was compiled into an Executive Summary, that was used to inform the work of the Policy & Practices Workgroup.

In June 2017 members of the workgroup conducted site visits to the ten pilot counties in preparation for the publication and implementation of the revised policies. These on-site visits included a pre-evaluation of the existing manual as a means of assessing its current usability, as well as an overview of the revised policies. On June 30, 2017, the revised Child Protective Services Assessment Policy and the Child Protective Services In-Home Service Policy were distributed to the ten pilot counties. The ten pilot counties began using these manuals to inform the daily practice of child welfare social workers. In August, the Child Protective Services Intake and Child Placement Services manuals will be released for immediate use by the pilot counties. The revised policies can be found on the North Carolina TA Gateway Knowledgebase website: <https://nccwta.org/index.php?/Knowledgebase/Article/View/2/12/nc-cw-modified-manual-for-nc-cw-pilot>. These activities are ahead of schedule as outlined in the Program Improvement Plan, as they were not set to be completed until December 31, 2017.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Review, assess, & revise the current policies and practices	June 30, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The policy manuals for CPS Intake, CPS Assessments, CPS In-Home Services, and Child Placement Services have been revised to cover the specific areas outlined in the PIP.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Publish the revised manuals	September 30, 2017	<input type="checkbox"/> Completed MM/YYYY	The policy manuals for CPS Assessments & CPS	<input type="checkbox"/> Completed MM/YYYY	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
		<input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	In-Home Services were published June 30, 2017. The policy manuals for CPS Intake & Child Placement Services are slated to be published mid-August 2017.	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Assess & develop capacity for implementation in the 10 pilot counties	September 30, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A readiness assessment survey was completed by the directors of the 10 pilot counties prior to the implementation of the revised policy manuals. A pre-evaluation was also completed ahead of the rollout of the revised manuals to get a sense of current policy manual usage, as well as other resources utilized for knowing & understanding the expectations for child welfare services work.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Implement the revised policies, practices, & training in the 10 pilot counties	December 31, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>With the release of the CPS Assessment & CPS In-Home Services manuals, implementation began immediately. The same will be true once the CPS Intake & Child Placement Services manuals are released in August. This is advantageous to NC, as the piloting period will be extended so as to learn more lessons prior to statewide implementation.</p>	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Incorporate lessons learned from the 10 pilot counties & develop a plan for statewide implementation of the revised policies & practices	March 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Develop & execute	March 31, 2018	<input type="checkbox"/> Completed MM/YYYY		<input type="checkbox"/> Completed MM/YYYY	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
statewide communication plan regarding the revised policies & practices		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Execute the statewide implementation plan for the revised policies & practices	September 30, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy 2: Enhance the training system to support the consistent application of the revised policies and practices

Progress: Goal 1: Strategy 2 focuses on building the training system to support the consistent application of the revised policies and practices. Given this intention, the activities identified in this strategy are heavily dependent upon the revisions of the child welfare policy manual being completed by the Policy and Practices Workgroup.

The Training Systems Workgroup began its work by reviewing the existing staff competencies for selected curricula associated with CPS Intake, CPS Assessment, CPS In-Home Services and Placement Services (Foster Care), which are the sections of the policy being revised. These core competencies will be modified to align and support the revised policies and the training curricula will be revised to incorporate the modified competencies. This review is scheduled to be completed by September 30, 2017, which is on-schedule to meet the timelines established in the Program Improvement Plan.

In conjunction with the review of the competencies, the group has also:

- Identified data sources that will inform the training systems workgroup,
- Identified desirable training content and delivery,
- Established a review process for curricula,

- Identified CPS In-Home Services delivery practice themes, and
- Identified training content gaps.

The identification and recognition of these items will be used to further strengthen training in the future.

The Training Systems Workgroup was also tasked with developing a series of in-service trainings that county child welfare agencies can use to reinforce consistent practice. The “do it yourself” trainings, or DIYs as they have come to be known, have been developed in partnership with the Family and Children’s Resource Program at the University of North Carolina at Chapel Hill School of Social Work and with input from North Carolina’s Supervision Advisory Committee. Listed on ncswLearn.org under the heading of “Supervisor Resources”, the DIYs are designed to help supervisors deliver an in-service type training to staff that is short in duration, but focused on particular topic. The kits provide resources that facilitate the supervisors being able to deliver the training, including PowerPoint presentation, guides, and questions for discussion about each individual topic. NcswLearn.org also employs an evaluation tool to track how many times a course is downloaded. These topics include:

- 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

The use of the above DIYs is being promoted with child welfare supervisors across the state, particularly in the supervision courses offered through the NC DHHS Child Welfare Services section. These DIYs are additional resources to be used by the individual supervisors and are not mandated now. A “Dear County Director Letter” promoting the kits will be released to the county child welfare agencies in the near future.

Future DIYs will cover the four child welfare policies that are being revised as a part of North Carolina’s Program Improvement Plan—CPS Intake, CPS Assessments, CPS In-Home Services, and Child Placement Services. They are slated to be released in late 2017. Given the nature of these DIYs, the promotion of them will need to be intentional to ensure that supervisors are utilizing them to become better equipped to coach their social workers on the revised policies and practices.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Identify the key competencies necessary for the revised policies & practices and compare to current curricula for initial and ongoing training to identify gaps	September 30, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The key competencies for CPS Intake, CPS Assessment, CPS In-Home Services, & Child Placement Services and the curricula they inform are being cross-walked to ensure the revised policies & practices are addressed.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Revised the training curricula & delivery methodology based on the gaps assessment to include the competencies necessary to ensure staff have the basic skills necessary to do their work	December 31, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Revisions to the training curricula are being made as needed to address any gaps identified from the revised policies & practices. These revisions will further enhance the training experiences for child welfare staff & build on the existing skills which increases their ability to child welfare work.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Strengthen the transfer of	December 31, 2017	<input type="checkbox"/> Completed MM/YYYY	Work has begun on strengthening the	<input type="checkbox"/> Completed MM/YYYY	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
learning model for all curricula & mandate the utilization of transfer of learning tool for county staff to ensure the social work competencies identified in the revised policies & practices are implemented consistently after staff attend training		<input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	transfer of learning model for all courses. Lessons learned from the transfer of learning tool in the Supervisor Academy will inform the model used in all training curricula.	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Develop a series of “in-service” trainings to be used by county supervisors & training divisions to reinforce consistent implementation of the revised policies & practices	March 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	An initial series of in-services trainings known as “Do it Yourself” (DIY) have been developed with input from NC’s Supervision Advisory Committee. Forthcoming DIYs will include one for each of the revised policy manuals: CPS Intake, CPS Assessments, CPS	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
			In-Home Services, & Child Placement Services.		

Strategy 3: Strengthen the capacity of county departments of social services to sustain the consistent application of the revised policies and practices through the development and implementation of a supervisor academy

Progress: The premise behind Goal 1: Strategy 3 is that by strengthening the capacity of child welfare supervisors to understand and implement policy and practices, the safety, permanency, and well-being of children served by the system will improve.

The idea of a Supervisor Academy originated after the second round of Child and Family Services Reviews that started in 2007, when North Carolina implemented a Supervision Advisory Committee. The charter of that group identified supervisors as “skilled practice change agents who improve child welfare services in North Carolina by promoting best practices, consistency, job-satisfaction and retention, and thereby improving achievement of positive outcomes for children and families.” As part of this vision, the Committee worked with the North Carolina Child Welfare Workforce Collaborative at the University of North Carolina at Chapel Hill School of Social work to analyze best practices in supervision through a survey conducted of North Carolina Child Welfare Social Workers. The results of this study led to many initiatives, one of which was to create a Supervisor Academy. Years of collaboration with the North Carolina Child Welfare Workforce Collaborative, Methodist University, University of North Carolina Family and Children’s Resource Program, and the Child Welfare Supervision Advisory Committee resulted in a framework for a beginning course to the academy.

The Supervisor Academy Workgroup has continued to work on developing training curricula based on the identified supervisor competencies. This has results in three new courses being added to the menu of trainings available to child welfare supervisors. These courses will build upon the knowledge that are introduced in the prerequisite course, Introduction to Supervision. The new courses are:

- Nuts and Bolts: Child Welfare Supervision
- Using Data to Improve Agency Practice and Performance
- Using Data to Improve Practice and Performance-Community Partnerships

The Workgroup also drafted a schedule in which the new courses would be presented in four regional sites based on the location of the ten pilot counties and will be delivered beginning in August 2017 and continuing through September 2018. North Carolina’s

Program Improvement Plan specifically states that eighty supervisors will complete these three courses of the Supervisor Academy during this timeframe. To achieve this number, as well as account for attrition, ninety-two supervisors have been selected using a random sampling process. The supervisors chosen have been notified of their selection and have registered for the assigned trainings.

Finally, in conjunction with the Capacity Building Center for States, the Supervisor Academy Workgroup established a pre-test evaluation that will also be utilized in a post-test format following the receipt of each course. This will provide results on the effectiveness of the courses in achieving necessary outcomes and will be used to further enhance the courses in the future.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Identify the supervisor competencies necessary to support the consistent implementation of the revised policies & practices	December 31, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The three curricula that are a part of the Supervisor Academy were written with the key competencies in mind. As the courses evolve and the policies & practices undergo any additional revisions, the key competencies will be revised to address them.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Develop the supervisor academy based on the identified competencies	December 31, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The training curricula for the three new courses have been written based on the key competencies. The curricula have been reviewed & are	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
			being prepped for delivery.		
Develop participant satisfaction surveys and pre-post tools to measure the supervisor's academy's impact on the supervisor competencies in the implementation of the revised policies & practices	September 30, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	NC employs the use of participant satisfaction surveys following the completion of any training course. Pretests & posttests are being added to the 3 new courses to measure the knowledge & skills before and after the completion of the courses.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Randomly select supervisors from the 10 pilot counties to participate in the Supervisor Academy who have completed the prerequisite course	December 31, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Ninety-two supervisors were randomly selected using a stratified sampling methodology to ensure that NC achieved its goal of eighty supervisors completing the Supervisor Academy. The supervisors were	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
"Introduction to Supervision"			notified of their selection & assigned training location in early May 2017.		
Implement the supervisor academy beginning with the first cohort of supervisors from the 10 pilot counties	September 30, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The first course, Nuts and Bolts, will begin August 1, 2017. There are three additional cohorts to follow that continue through September 30, 2018.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Incorporate lessons learned from the first cohort & execute the revised supervisor academy for the remaining supervisors from the 10 pilot counties	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Cohort 2 begins October 3, 2017. Cohort 3 begins December 5, 2017. Cohort 4 begins March 6, 2018.	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Develop a plan for statewide use of the supervisor academy using	June 30, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
a regional approach		<input type="checkbox"/> No longer applicable		<input type="checkbox"/> No longer applicable	
Develop & execute a statewide communication plan regarding the supervisor academy	June 30, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Implement a statewide implementation plan regarding the supervisor academy	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Use continuous quality improvement data from supervisor academy graduates to evaluate the supervisor academy	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy 4: Strengthen and implement a technical assistance model for NC DSS to provide support to county staff regarding the consistent application of the revised policies, practices and training [based on technical assistance received from the Capacity Building Center] which will clarify the roles and responsibilities of both state and county staff

Progress: In 2010, North Carolina received consultation from the Atlantic Coast Child Welfare Implementation Center (ACCWIC), as it was embarking on its continuous quality improvement initiation known as “Reaching for Excellence and Accountability in Practice” (REAP). During this consultation, North Carolina documented its technical assistance model as it was known at that time. This documented model contained seven levels including:

- Level 1: Informational including policy releases that are the result of changes in law or statute; online manuals; statewide conference calls; webinars; etc. This type of technical assistance is provided on an as needed timeframe.
- Level 2: Assistance requiring a rapid response that is initiated by county and is case specific or program specific regarding policy or practice clarification. This type of assistance is needed with a less than 8-hour response time.
- Level 3: Assistance requiring a formal response that is also initiated by county and may be case specific or program specific and requires a content expert. The response time for formal responses ranges from 8 hours to 48 hours.
- Level 4: Assistance in the format of a formal program initiative. The state initiates this type of assistance to address systemic issues such as when state outcomes are not being met by a sector of the state. This type of assistance is provided on an as-needed basis.
- Level 5: Assistance that is requested by the county to address a problem or request for enhancement. This type of request must be completed within 60 days.
- Level 6: Assistance that is state initiated due to issues identified during case reviews; a lack of progress on program development plans; consumer complaints, etc. This type of request must be completed within 90 days.
- Level 7: Intensive technical assistance due to entrenched issues identified with serious concerns for the welfare of children and families; consistent inability to improve performance despite formal plans, etc. The timeframe for this type of assistance includes up to 6 months’ follow-up for sustainability.

The Technical Assistance Model Workgroup reviewed the previously documented technical assistance model for North Carolina. As a part of this review, the Workgroup discussed the various elements of the model and analyzed the components to assess their continued usability. These discussions also concentrated on the gaps within the current model. Additionally, the county child welfare agencies were polled regarding their current impressions of the technical assistance provided by the Child Welfare Services Section; the ways technical assistance was accessed; and any additional suggestions for the revised model. This feedback is being incorporated into the revised technical assistance model for North Carolina.

As of June 30, 2017, the Workgroup is finalizing written protocols for the first four levels of the model and has begun discussing the necessary elements for the successful implementation and sustainment of the model. Once this task is complete, the Workgroup will begin the same process for levels five through seven.

A key component to North Carolina’s technical assistance model is the TA Gateway. This is ticketing management system that was built with much assistance from the University of North Carolina at Chapel Hill School of Social Work. Beginning October 1, 2017, when one of the ten pilot counties has a question regarding policy and/or practice, a supervisor or higher with that county child welfare agency will submit a ticket into the TA Gateway, triggering a response for the assigned Child Welfare Services Section staff member for that day. The assigned staff member will respond to the question based on known policy, protocol, and guidance and will reach out to subject matter experts when appropriate. The information gained during the TA Gateway pilot with the ten counties will serve to inform statewide implementation in 2018.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Assess the current technical assistance model to support the consistent implementation of the revised policies & practices	June 30, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	NC has assessed its technical assistance model that it has been using since 2010. This assessment has included the strengths of the model, as well as gaps.	<input type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Revise the technical assistance model to counties based on the assessment	September 30, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Revisions are being made currently to NC’s technical assistance model with a focus on detailing all aspects of the model & addressing any identified gaps in the model.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Document the revised	September 30, 2017	<input type="checkbox"/> Completed MM/YYYY	As the assessment of & revisions to the	<input type="checkbox"/> Completed MM/YYYY	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
technical assistance to counties model		<input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	model are being completed, the precise steps & protocols are being drafted in a formal way. This will aid in the consistent use & application of the model in the future implementation.	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Implement the revised technical assistance model beginning in the 10 pilot counties to identify additional gaps and/or areas that need to be strengthened	March 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Implementation is slated to begin October 31, 2017, which will allow for an extended period of piloting prior to statewide rollout.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Incorporate lessons learned from the 10 pilot counties & execute the implementation plan for the	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
technical assistance model using a regional approach to support the consistent use of the revised policies & practices					
Develop & execute a statewide communication plan regarding the technical assistance model	September 30, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Expand & utilize the TA Gateway to support the consistent application of the technical assistance model	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Use of the TA Gateway is scheduled to begin October 1, 2017.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy 5: Develop and implement a state level child welfare family leadership model which will provide family “voice” to inform state plans [CBCAP, CFSP/APSR, CAPTA], policies and practices

Progress: North Carolina has long recognized the importance of having “family voice” in its systemic-level child welfare work. Despite this recognition, the state has struggled to find a way to incorporate this into its business model. North Carolina’s Program Improvement Plan seeks to institutionalize the notion of having families to advise and lead from their own personal experiences.

As of June 30, 2017, the Family Leadership Model Workgroup has completed a comprehensive review of other state and national programs employing a “family voice” approach to systemic-level work. This included a thorough literature review. The workgroup has engaged in discussions around the infrastructure needed to implement and sustain this type of council. The workgroup has also had the opportunity to experience trainings and review policies in the same way that the eventual Family Advisory Council will be asked to provide input. This exercise provided the workgroup with valuable knowledge regarding what will reasonably be needed for the Family Advisory Council to be effective in its role.

This Workgroup is receiving consultation from the Capacity Building Center for States as it explores, creates, and implements a Family Advisory Council representing all types of family members who are stakeholders in North Carolina’s Child Welfare System.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Review available family leadership strategies and adopt/adapt components as needed	June 30, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A comprehensive review of family leadership models has been completed as of June 30, 2017. This review has not yielded anything on a statewide child welfare level & thus NC will be creating a first of its kind model.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Conduct a readiness assessment for	September 30, 2017	<input type="checkbox"/> Completed MM/YYYY	An assessment of readiness to implement and	<input type="checkbox"/> Completed MM/YYYY	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
the state to implement a family leadership model		<input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	sustain a family leadership model is in its infancy currently. It is slated to be completed on schedule.	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Formalize the support mechanism for family leadership engagement and create a North Carolina Child Welfare Family Advisory Council	December 31, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The structure of North Carolina's Child Welfare Family Advisory Council is under development. This will help inform the support that will be necessary for the fulfillment of this goal.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Engage the NC Child Welfare Family Advisory Council on the Community Child Protection Team Advisory Board, policy development workgroups, & other	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
opportunities to support practice changes that promote family engagement					

Goal 2: 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

Strategy 1: Operationalize the state level quality assurance system so that areas of child welfare practice needing improvement are consistently identified and addressed

Progress: Beginning February 2017, the Quality Assurance Workgroup convened to develop the communication plan regarding quality assurance in North Carolina. They met monthly to discuss the focus of quality assurance as described in the Program Improvement Plan; as well as what their vision for what quality assurance would look like for the state in the future. The current quality assurance tool for child welfare in North Carolina is the use of the federal On-Site Review Instrument (OSRI). This is the federal tool that is used to measure how a state is doing in the areas of safety, permanency, and well-being. The current plan for North Carolina includes the ten pilot counties reviewing an established number of cases based on their percentage of children served of the total population in the state with the State OSRI Team providing oversight to those case reviews. Additionally, the State OSRI Team is conducting case reviews in the other ninety counties using a random sampling methodology. The results from all the case reviews (pilot and non-pilot) in North Carolina are compiled to produce a report on North Carolina’s overall performance.

The discussions about quality assurance in North Carolina also led to conversations about how the use of the OSRI tool fits in with other case review efforts in this state. These discussions provided a great opportunity for the Workgroup to map out an initial plan for a robust continuous quality improvement approach to child welfare in this state.

As of June 30, 2017, the Quality Assurance Workgroup has drafted the required statewide communication plan to all county and state child welfare staff defining quality assurance in North Carolina. This communication plan includes:

- what needs to be communicated and to whom, including quality assurance and case review (OSRI) in child welfare practices in North Carolina; quality assurance practices are necessary to the success of improving outcomes for children; the OSRI

case review will be conducted statewide; for the CFSR PIP, the OSRI case review represents quality assurance measures in North Carolina; and data generated from quality assurance OSRI case review is utilized to demonstrate NC Child Welfare Performance.;

- what the appropriate format of the information should be including Dear County Director Letters, Staying Connected Calls, Face to Face Training in Regions, Director Monthly Meetings, Regional Director Meetings, and Practice Notes, and all state sponsored trainings;
- who should communicate the information including NCDHHS Child Welfare Services section staff, especially the OSRI Team, the Local Support Team, and the REAP/CQI Team; and North Carolina Association of County Directors of Social Service
- the frequency and timing of the communication, which is dependent upon the information.

The Quality Assurance Workgroup has also supported the development of an on-demand course that is available through ncswLearn.org. The on-demand, online course is designed for child welfare professionals at all levels and explains what North Carolina's case review process looks like using the OSRI, what to expect when an on-site review occurs, and the resources available to county agencies in completing the case reviews. The current availability of this course exceeds the expectations as outlined in the Program Improvement Plan, as it was not due for completion until the end of Quarter 3, which is September 30, 2017.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Develop & execute a statewide communication plan regarding the quality assurance system based on the use of the OSRI	June 30, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A communication plan regarding state level quality assurance was developed. The execution of the various communication is underway.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Develop and record a webinar to	September 30, 2017	<input checked="" type="checkbox"/> Completed 06/2017	An on-demand course has been developed & is	<input type="checkbox"/> Completed MM/YYYY	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
orient all county departments of social service staff to the North Carolina process for use of the OSRI		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	available on ncswLearn.org for the entire child welfare workforce in North Carolina.	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
State staff will provide Quality Assurance oversight to the staff in the 10 pilot counties who will review 113 cases (50 In-Home and 63 Foster Care each year) using the OSRI as outlined in the "North Carolina Measurement Plan"	December 31, 2019	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Case reviews in the 10 pilot counties are ongoing. Those reviews are primarily conducted by the county child welfare agency staff with state level staff providing quality assurance to those reviews.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
State staff will review a random sample of 100 cases from the remaining 90	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	Case reviews in the 90 counties are ongoing. Those reviews are conducted by the state level staff, as	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
counties (44 In-Home and 56 Foster Care each year) using the OSRI as outlined in the "North Carolina Measurement Plan"		<input type="checkbox"/> No longer applicable	is the quality assurance for those reviews.	<input type="checkbox"/> No longer applicable	

Strategy 2: Develop the protocol and processes by which quality assurance results will be analyzed and program improvement will be implemented and evaluated statewide

Progress: The work detailed in Goal 2: Strategy 2 is being incorporated into the provision of technical assistance to North Carolina's county child welfare agencies. Each of the levels identified in the technical assistance model described above in Goal 1: Strategy 4 will address the needs and adequately respond to the case review findings. A request was made to the Capacity Building Center for States for assistance in the exploration of any technical assistance models from other county-administered states and to date, none have been identified. This mirrors an initial scan of other technical assistance models completed as a part of North Carolina's ACCWIC work in 2010. If technical assistance models from other states are identified, North Carolina will consult with those states and in turn, use that information to further strengthen its model.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Explore other county-administered states technical assistance models to	June 30, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer	NC utilized the resource to inquire about the technical assistance models employed in other county-administered	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
inform development		applicable	states and to date none have been identified.	<input type="checkbox"/> No longer applicable	
Clarify how counties' support needs will be determined & how the state will assist counties with item-specific analysis of the case review findings and addressing any identified needs	March 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Incorporate lessons learned from strengthening the technical assistance model (Goal 1.4) to develop business processes across NC DSS' child welfare teams	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Develop & execute a	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY		<input type="checkbox"/> Completed MM/YYYY	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
statewide communication plan to disseminate technical assistance/support activities, protocols & processes		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Goal 3: Improve the permanency outcomes for children through collaboration with the judicial system

Strategy 1: Develop with NC AOC and other judicial system partners a plan to engage local court and DSS to address issues of: notice to resource parents, timely establishment of case goals, concurrent planning, permanency, and timely TPR actions

Progress: The work of Goal 3: Strategy 1 is being managed by the Permanency Profile Workgroup. As of June 26, 2017, the Workgroup has revised the “Data Dashboard” concept that was employed as a part of North Carolina’s Reaching for Excellence & Accountability in Practice (REAP) initiative. The revised dashboard now contains updated information from the state’s CFSR measures, as well as data from the Administrative Office of the Courts J-Wise System. The REAP Data Dashboards can be found on the University of North Carolina at Chapel Hill’s Management Assistance website: http://sasweb.unc.edu/cgi-bin/broker?_service=default&_program=cwweb.iexp.sas&county=North%20Carolina&label=&entry=2.

The REAP Data Dashboard is published on a public site and thus anyone can use it to view a snapshot of any county’s performance on the reported measures. County child welfare agencies use this dashboard to view and manage its performance over a given time period. They also use it to engage in conversations with their community partners, especially the court system, on ways to improve and achieve better outcomes for children and families served by the child welfare system.

The REAP Data Dashboard is just one component of a larger permanency profile that will be created using data from the Online Management System (OMS), CFSR data indicators, and Court Improvement Program measures. The comprehensive permanency profile will then be used to engage local courts and county child welfare agencies in discussions addressing issues in not achieving timely permanence for children in the legal custody of the county child welfare agency.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Utilize OSRI findings from OMS reports, CFSR data indicators, and CIP measures to develop a “permanency performance profile”	September 30, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Using OSRI findings from OMS, CFSR data indicators, & CIP measures, NC has revised its REAP Data Dashboard. This lays the foundation for the subsequent development of the permanency performance profile.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Publish state, judicial district level and county “permanency performance profiles” for key court personnel, county staff, GAL Community, and other key stakeholders to encourage increased collaboration around improving data quality and	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
permanency outcomes					
State DSS and NC AOC staff will facilitate regularly occurring local meetings to review the “permanency performance profile” and develop specific strategies to improve performance	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable	
Include the permanency performance profiles and any strategies developed for improvement in the semi-annual progress report for the Program Improvement Plan	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy 2: NC DSS, Indigent Defense Services, Guardian ad Litem, and the Court Improvement Program will provide targeted engagement to county departments of social services and court personnel in judicial districts and counties across the state to support children achieving permanency and stability in their living situations

Progress: The establishment of a Permanency Profile feeds directly into Goal 3: Strategy 2 which speaks to the engagement of the court partners and the role they play in the achievement of permanency for children. In the coming months, a workgroup will be convened to begin planning for the technical assistance that will be delivered to the county child welfare agencies and judicial districts. The efforts will focus on improving performance, especially as it relates to the achievement of permanence for children in the foster care system.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Develop plan with NC AOC and other judicial system partners to provide technical assistance to improve permanency outcomes to counties and judicial districts not meeting performance standards	December 31, 2017	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Provide consultation & support to county departments of social services	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
and judicial districts where data indicates children are not achieving permanency as outlined in the “permanency performance profiles”		applicable		<input type="checkbox"/> No longer applicable	
Utilize opportunities for collaboration & customized training for social services staff and court personnel in judicial districts where data from the “permanency performance profile” indicates children are not achieving permanency	September 30, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Evaluate the effectiveness & impact of the consultation	Evaluate the effectiveness & impact of the consultation and	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
and training provided as measured by improvements in the “permanency performance profile” for at least 20 counties/8 judicial districts	training provided as measured by improvements in the “permanency performance profile” for at least 20 counties/8 judicial districts	<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy 3: Implement a Guardianship Assistance Program for all counties in North Carolina, pending approval by the rules process, to support permanency and stability in children’s living situations

Progress: Goal 3: Strategy 3 centers on the establishment of a Guardianship Assistance Program (GAP) in North Carolina. This work was built on the framework outlined in North Carolina Session Law 2013-360. The Guardianship Assistance Program published North Carolina Administrative Rule, as well as policy, on March 1, 2017. Both documents govern and support the implementation of this program. The publication of both documents exceeds the timeframe expectations described in the Program Improvement Plan. Additionally, as of January 1, 2017, GAP is an option for permanency for youth at least fourteen years of age but less than eighteen years of age who would otherwise remain the foster care system.

NC DHHS Child Welfare Services section staff conducted ten regional meetings across the state to promote and educate county child welfare workers and supervisors on GAP. This format also encouraged conversations and questions about the correct use of the program. These meetings happened in the Fall of 2016 and were well-attended. As this is still a relatively new concept for North Carolina, GAP will need to continue to be a topic presented at future meetings and trainings.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Propose administrative	June 30, 2017	<input checked="" type="checkbox"/> Completed 03/2017	NC proposed administrative rules	<input type="checkbox"/> Completed MM/YYYY	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
rules to govern the use of Guardianship Assistance Program funds		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	governing its Guardianship Assistance Program in 2017. These rules were subsequently reviewed & approved. They became effective March 1, 2017.	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Publish policy for implementation of the Guardianship Assistance Program	June 30, 2017	<input checked="" type="checkbox"/> Completed 03/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Once the administrative rules were finalized, the policy was drafted with publication happening on March 1, 2017.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Develop & provide training to county & court personnel on the application of the Guardianship Assistance Program	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	NC provided training at 10 regional meetings in the Fall of 2016. These regional meetings were well-attended by social workers and supervisors in the county child welfare agencies. Additional trainings will need to be held with court personnel as the	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
			implementation of this program continues.		
Implement the Guardianship Assistance Program statewide	June 30, 2017	<input checked="" type="checkbox"/> Completed 01/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	NC's Guardianship Assistance Program became effective January 1, 2017, as directed by N.C.G.S. §108A-49.1. Ongoing technical assistance will be provided to further expand the utilization of this permanency option.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Review performance data on the Guardianship Assistance Program to ensure that it is operating in accordance with rules & policies	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable	

Goal 4: Strengthen cross-system service provision to improve safety, permanency, and well-being outcomes for children and families

Strategy 1: Establish agreements between county departments of social services and Local Management Entities/Managed Care Organizations to collaborate on and hold each other accountable for accessible, quality, and timely behavioral health

services for child welfare-involved children, as well as families involved with child welfare who are referred to the LME/MCOs for services

Progress: Strategy 1 is being addressed through the Bridging Local Systems Workgroup, which is being spearheaded by the North Carolina Institute of Medicine with funding support from the Duke Endowment. The emphasis of the workgroup has been to identify the best strategies to address issues within North Carolina’s service array. Strong consideration is being given to improving timeliness of assessments and initiation of services; improving the accessibility of services within each county so children can remain in their own community or when children do cross county lines, there is coordinated services; and to ensuring the services are individualized to meet the specific needs of families and children.

Regional Leadership Summits have been held in the Partners Behavioral Health Management, Eastpointe, Sandhills Center, and Alliance Behavioral Healthcare regions.

The Trillium Health Resources Regional Leadership Summit launched with a region-wide meeting on Monday, June 19, 2017, in Greenville. Subsequent meetings will target the northern, central, and southern counties in the region with the potential for a full-region wrap-up meeting. The Cardinal Innovations Healthcare Solutions catchment area will have two concurrent Regional Leadership Summits on July 19, 2017, in Kannapolis and July 20, 2017, in Chapel Hill. The Vaya Health Regional Leadership Summit will be launched at the Western Regional Meeting of the NCACDSS in Asheville in early August.

All of these activities are in accordance with the timeframes outlined in the Program Improvement Plan.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
County DSS and LME/MCOs will develop written agreements	June 30, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	NC’s Institute of Medicine is spearheading this project known as “Bridging Local Systems”. Many regional partnership meetings have been held or are scheduled to be held in the coming months. These	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
			discussions are laying the foundation for the written agreement to address the specified activities in the PIP.		
NC DHHS will report quarterly on performance standards in the DSS-LME/MCO agreement within each catchment area and measures of permanency and placement stability outcomes for the DSS within each LME/MCO catchment area	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable	
NC DHHS staff from DSS, DMH/DD/SAS and DMA will provide consultation to county DSS and LME/MCOs on a quarterly	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
basis if the agreed upon performance standards to improve outcomes are not achieved					
NC DHHS will develop & execute a statewide communication plan regarding the successes, challenges, & innovative strategies to improve services for children and families as identified by LME/MCO and local DSS teams for continued statewide improvement	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Strategy 2: 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 children served by the Foster Care program

Progress: Goal 2: Strategy 2 recognizes the importance of a quality pool of foster and adoptive parents ready to serve the children in the foster care system. This strategy also had a workgroup known as the Diligent Recruitment & Retention Workgroup to complete the activities outlined in the Program Improvement Plan. Support from the National Resource Center on Diligent Recruitment (NRCDR) was being used to develop a state-level diligent recruitment plan that can be used on the local level to increase the number of foster and adoptive parents available to provide homes for children being served through the foster care system.

The Diligent Recruitment of Foster/Adoptive Parents Workgroup conducted three statewide stakeholder meetings, which were held in October 2016 and January 2017. Over 200 attendees representing county child welfare agencies, private child placing agencies, foster and adoptive families, youth, Guardian ad Litem staff, and other key stakeholders participated. The meetings were facilitated by the NRCDR.

Information collected during these stakeholder meetings was used by the Workgroup to determine the most appropriate plan for diligent recruitment and retention in North Carolina. This decision resulted in a statewide plan that provides concrete goals for statewide achievement, consistency, and structure, while also allowing for county-level planning for diligent recruitment and retention of foster and adoptive families. In support of this plan, a diligent recruitment and retention template was developed for use by the county child welfare agencies and private child placing agencies alike. The Workgroup also formalized a data profile that county child welfare agencies and private child placing agencies should use to capture data regarding the children and families served, and in turn this data is to be used to inform the diligent recruitment and retention plan. Finally, the workgroup compiled a list of resources that could benefit the agencies in their recruitment and retention efforts.

The publication of North Carolina's Diligent Recruitment & Retention Plan meets the expectation described in the Program Improvement Plan. It was released to the counties on June 15, 2017, utilizing a Dear County Director Letter, which was sent to all county child welfare agencies, as well as private child placing agencies. The Plan and its appendices were also shared with the members of the Workgroup that created it, as well as, those who attended the stakeholder meetings. A copy of North Carolina's Diligent Recruitment & Retention Plan can be found at <https://www2.ncdhs.gov/dss/stats/docs/child%20welfare%20docs/Diligent%20Recruitment%20and%20Retention%20Plan.pdf>.

North Carolina's Diligent Recruitment and Retention Plan prescribes that the Adoption Indexing Team will remain available to county child welfare agencies and private child placing agencies as they develop their own plans. It also details future plans for

continued communication regarding recruitment and retention efforts, which the Adoption Indexing Team will lead.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
<p>Utilize the support from the National Resource Center for Diligent Recruitment to develop a more strategic state-level diligent recruitment plan that can be utilized at both the state & local level</p>	<p>June 30, 2017</p>	<p><input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable</p>	<p>With assistance from the National Resource Center for Diligent Recruitment, NC has written its Diligent Recruitment & Retention (DRR) plan that focuses on state-level efforts. This includes requiring each of the 100 county child welfare agencies to write its own DRR plan while collecting data for further analysis. Private child placing agencies are to collaborate & participate in the development of the county-level DRR plans but can also submit their own plans.</p>	<p><input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	
<p>Identify or develop tools that will support</p>	<p>September 30, 2017</p>	<p><input type="checkbox"/> Completed MM/YYYY</p>	<p>NC has composed a data collection sheet for each county child</p>	<p><input type="checkbox"/> Completed MM/YYYY</p>	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
ongoing data analysis related to diligent recruitment planning, implementation, and monitoring		<input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	welfare agency to use, as well as the private child placing agencies. The data collected will be used to inform the individual DRR activities. Ongoing technical assistance will be provided to the agencies (both county & private) to enhance their ability to interpret & use the data correctly.	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Develop & execute a communication plan regarding the improved diligent recruitment plan to all county departments of social services and private child placing agencies	September 30, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable	In conjunction with creating its DRR plan, NC developed a plan that covers all forthcoming communication about diligent recruitment & retention efforts in the state.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
State staff will implement key strategies in the improved	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule	With the release of its DRR plan, NC is just beginning to communicate with	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
<p>diligent recruitment plan and 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, & behavioral needs</p>		<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable	<p>county child welfare agencies about the expectations for county-level plans. A timeline for submission of those plans has been completed. State staff are ready to deliver ongoing technical assistance to the counties as they begin examining their own diligent recruitment & retention efforts and look to expand upon them.</p>	<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable	
<p>Provide training on, review, and monitor county departments of social services' annual Multi-Ethnic Placement Act (MEPA) plans to ensure they reflect the ethnic and racial diversity of children for</p>	<p>December 31, 2018</p>	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
whom foster and adoptive homes are needed in their counties					

Strategy 3: Strengthen the external stakeholders understanding of, and input into the development of, the North Carolina Child and Family Services Plan (CFSP) and Annual Progress and Services Report (APSR) goals, objectives, and annual updates and establishing ongoing feedback mechanisms

Progress: The activities described in Goal 4: Strategy 3 seek to “strengthen the external stakeholders understanding of, and input into the development of, the North Carolina Child and Family Services Plan (CFSP) and Annual Progress and Services Report (APSR) goals, objectives, and annual updates and establishing ongoing feedback mechanisms”.

This workgroup has not yet begun to meet but expects to do so in the coming months. This schedule is permitted as outlined in the Program Improvement Plan.

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Develop a recorded presentation for external stakeholders regarding the CFSP/APSR and PIP to strengthen their understanding of the goals and objectives and	December 31, 2017	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
opportunities for ongoing engagement					
Consult with foster, adoptive, and kinship parents regarding the CFSP/APSR and PIP utilizing the "Resource Parental Portal" to identify and address any major concerns and engage them in the implementation of the provisions outlined in the CFSP	June 30, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Consult with external stakeholders regarding the CFSP/APSR and PIP in cross systems meetings to identify and address any	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
major concerns and engage them in the implementation of the provisions outlined in the CFSP					
Engage internal and external stakeholders in quarterly “Listening Sessions” to inform the development of the CFSP/APSR, ensure feedback loops are established, and to identify issues and concerns related to serving children and families involved in child welfare	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Coordinate with Medicaid, Work First, and other	December 31, 2018	<input type="checkbox"/> Completed MM/YYYY		<input type="checkbox"/> Completed MM/YYYY	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
federal service programs as needed to address concerns from the Listening Sessions in the CFSP/APSR		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

Goal 5: Enhance the statewide data quality, collection and dissemination of information regarding services provided

Strategy 1: Strengthen the statewide information system through the development of a child welfare module within NC FAST to improve data quality, consistency, and access to timely standards

Progress: The child welfare component to NC FAST will introduce a significant change to the way county child welfare agencies operate and manage their child welfare programs. Given the limited automation present in support of current child welfare operations, it is vital that county child welfare leaders and staff have the support required to ensure a smooth transition to NC FAST.

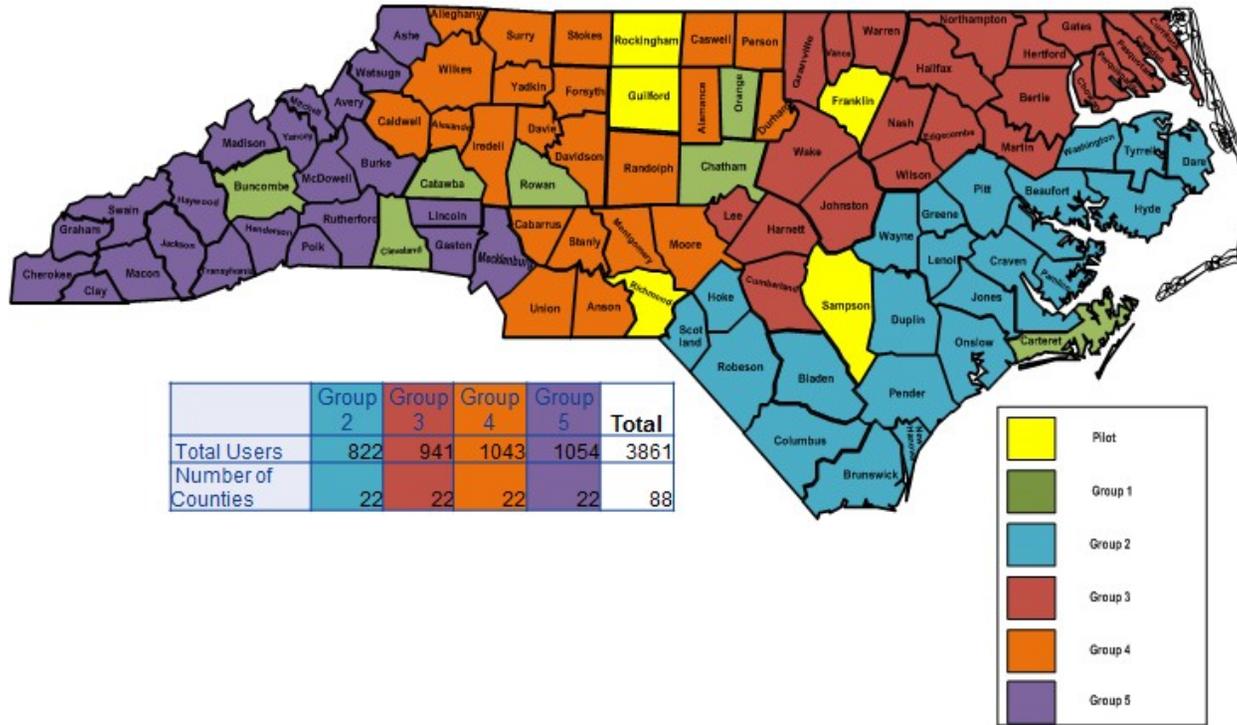
The NC FAST child welfare project team has completed the Fit/Gap Phase of the project; has progressed through design and development; and is now preparing for deployment. The team used an Agile Project Management methodology to ensure early county and state stakeholder involvement, adherence to the end users’ requirements, and to contain schedule, cost, and scope risks. North Carolina counties and state stakeholders were engaged throughout the design and development of each functionality release and will complete User Acceptance Testing (UAT) prior to Release One being approved. UAT is an opportunity for state office and county staff to test the system prior to pilot county implementations. The status highlights are listed below:

- Joint application design (JAD) activities are a collaborative approach to the design of NC FAST Project 4 that promotes buy-in early in the project through the active participation of state office and county stakeholders. JAD activities continue with input from the five pilot counties (Franklin, Guilford, Richmond, Rockingham, and Sampson), the seven Group 1 counties (Buncombe, Carteret, Catawba, Chatham, Cleveland, Orange, Rowan), and the State Division of Social Services (DSS).
- The development approach is to use Out of the Box (OOTB) software and incorporate NC-specific policy and process changes, promote ease of use, and integrate functionality across a state-wide system. Leveraging the capabilities of

OOTB software reduces the time and effort required to build the NC FAST solution. It also minimizes the long-term maintenance of the system as the software vendor continues to invest in the capabilities of the base OOTB software to take advantage of emerging technological advances to serve their global customer base.

- Onsite demonstrations of the working system are continuing as each component is completed.
- Continued development of a document management roadmap; exploring options for how to establish a statewide document management solution, leveraging county investments to date. The state evaluated potential solutions from multiple vendors and chose IBM FileNet.
- Completed initial visits with all five pilot counties: Franklin, Guilford, Richmond, Rockingham, and Sampson. Pilot counties are participating in design activities and software demonstrations.
- Holding monthly status meetings with State DSS leadership and the co-chairs of the Children's Services Committee of the North Carolina Association of County Directors of Social Services (NCACDSS).
- A collaborative web site was shared with pilot and Group 1 counties in December 2016. It serves as a communication hub for all counties during pre-implementation.
- A project email address and dedicated email service was established. All incoming email about Child Services questions and concerns is sent to NCFAST_4_Child_Services@dhhs.nc.gov.
- Sharing the latest information about the rollout of Child Services in NC FAST continues at regional meetings of NCACDSS and other stakeholder groups as requested.
- The project includes a mobility option that will support work outside of county child welfare offices, including both connected or disconnected use, which is a consideration for rural counties. Four vendors were considered: IBM, Northwoods, Diona, and Red Mane; with Diona ultimately being selected in early 2017.

The Child Services component to NC FAST is being activated August 7, 2017 in the five pilot counties. The Group 1 counties go live in October 2017. Group 2 counties are scheduled for deployment in January 2018. Group 3 counties will begin implementing February 2018. Group 4 counties begin using NC FAST in March 2018 and Group 5 counties begin in April 2018. The Deployment Schedule is outlined in the following diagram:



Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
Conduct an analysis of the current business child welfare service functions	March 31, 2017	<input checked="" type="checkbox"/> Completed 06/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	NC completed an analysis of current child welfare business functions and compared	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
against the existing Cúram software to identify gaps		<input type="checkbox"/> No longer applicable	them to the existing Cúram software. This report was used to inform the design of NC FAST.	<input type="checkbox"/> No longer applicable	
Ensure any revisions to the policies and practices regarding CPS Assessment, In-Home, and Foster Care are included in the NC FAST business functions	December 31, 2017	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	State staff have participated in the design of NC FAST. Ongoing conversations are continuing as the revisions to CPS Intake, CPS Assessments, CPS In-Home Services, and Child Placement Services are made.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
Conduct sufficient testing to ensure practice is supported by the software	June 30, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable	NC FAST has utilized both user checkpoints and user acceptability testing during various points in its development. Additionally, NC FAST will first be piloted in 5 counties for 3 months beginning July 31, 2017, with	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer Applicable	

Key Activity	Target Completion Date	Most Recent Status (August 1, 2017)	Most Recent Progress	Prior Report Status (Not Applicable)	Prior Progress
			7 counties being added in October 2017. From there, counties will be added to NC FAST using a regional approach.		

Part Two: Measurement Report

North Carolina is currently conducting case reviews statewide. The findings from these reviews will inform the baseline statistics and will be used in the establishment of expected growth and improvement in all areas. North Carolina's new baseline reporting period includes cases reviewed May 1, 2017, through October 31, 2017. For the baseline period, the total number of foster care cases reviewed will be 62 (32 from OSRI counties and 30 from non-OSRI counties). The total number of in-home cases reviewed for the will be 47 (25 from OSRI counties and 22 from non-OSRI counties).

As of June 30, 2017, 34 cases have been finalized and approved in the Online Management System (OMS). Given this relatively small sample size, the case review findings have limited meaning. However, they are helpful in providing an overall view of how North Carolina is performing. Below are the ratings for each of the items along with the number of applicable cases. The data is further broken down by service area—In-Home Service and Foster Care.

Case Review Items

Item: 1 – Timeliness of initiating investigations of Reports of Child Maltreatment

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	8	4	4
Number of Total Applicable Cases	17	6	5
Performance (%)	73%	67%	80%

Item: 2 – Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care
Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	10	8	2
Number of Total Applicable Cases	19	16	3
Performance (%)	53%	50%	67%

Item: 3 – Risk and Safety Assessment and Management
Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	19	7	12
Number of Total Applicable Cases	34	16	18
Performance (%)	56%	44%	67%

Item: 4 – Stability of Foster Care Placement

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	13	N/A	13
Number of Total Applicable Cases	18	N/A	18
Performance (%)	72%	N/A	72%

Item: 5 – Permanency Goal for Child

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	7	N/A	7
Number of Total Applicable Cases	18	N/A	18
Performance (%)	39%	N/A	39%

Item: 6 – Achieving Reunification, Guardianship, Adoption, or Other Planning Permanency Living Arrangement
Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	4	N/A	4
Number of Total Applicable Cases	18	N/A	18
Performance (%)	22%	N/A	22%

Item: 7 – Placement with Siblings

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	12	N/A	12
Number of Total Applicable Cases	13	N/A	13
Performance (%)	92%	N/A	92%

Item: 8 – Visiting with Parents and Siblings in Foster Care

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	5	N/A	5
Number of Total Applicable Cases	13	N/A	13
Performance (%)	38%	N/A	38%

Item: 9 – Preserving Connections

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	14	N/A	14
Number of Total Applicable Cases	18	N/A	18
Performance (%)	78%	N/A	78%

Item: 10 – Relative Placement**Improvement Goal (%):** Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	9	N/A	9
Number of Total Applicable Cases	18	N/A	18
Performance (%)	50%	N/A	50%

Item: 11 – Relationship of Child in Care with Parents**Improvement Goal (%):** Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	7	N/A	7
Number of Total Applicable Cases	12	N/A	12
Performance (%)	58%	N/A	58%

Case Review Item: 12 – Needs and Services of Child, Parents, and Foster Parents

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	18	6	12
Number of Total Applicable Cases	34	16	18
Performance (%)	53%	38%	67%

Item: 12A – Needs Assessment to Children

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	28	10	18
Number of Total Applicable Cases	34	16	18
Performance (%)	82%	63%	100%

Item: 12B – Needs Assessment to Parents**Improvement Goal (%):** Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	14	6	8
Number of Total Applicable Cases	29	16	13
Performance (%)	48%	38%	62%

Item: 12C – Needs Assessment to Foster Parents**Improvement Goal (%):** Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	14	N/A	14
Number of Total Applicable Cases	16	N/A	16
Performance (%)	88%	N/A	88%

Item: 13 – Child and Family Involvement in Case Planning

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	14	4	10
Number of Total Applicable Cases	33	16	17
Performance (%)	42%	25%	59%

Item: 14 – Caseworker Visits with Child

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	21	6	15
Number of Total Applicable Cases	33	16	18
Performance (%)	62%	25%	83%

Item: 15 – Caseworker Visits with Parents

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	13	5	8
Number of Total Applicable Cases	29	16	13
Performance (%)	45%	31%	62%

Item: 16 – Educational Needs of the Child

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	20	5	15
Number of Total Applicable Cases	23	8	15
Performance (%)	87%	63%	100%

Item: 17 – Physical Health of the Child**Improvement Goal (%):** Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	19	5	14
Number of Total Applicable Cases	24	6	18
Performance (%)	79%	83%	78%

Item: 18 – Mental/Behavioral Health of the Child**Improvement Goal (%):** Not Applicable for August 1, 2017, report

Data Period May – June 2017	Preliminary Ratings For All Cases Reviewed	Preliminary Ratings for In-Home Services Cases	Preliminary Ratings for Foster Care Cases
Number of Cases Rated as a Strength	24	10	14
Number of Total Applicable Cases	28	13	15
Performance (%)	86%	77%	93%

Systemic Factors

Systemic factors affect the ability of state agencies to help children and families achieve positive outcomes. Specifically, the systemic factors refer to seven systems operating within a state that have the capacity, if well-functioning, to promote child safety, permanency, and well-being outcomes. The systemic factors, comprising title IV-B and IV-E plan requirements, are:

- Statewide information system,
- Case review system,

- Quality assurance system,
- Staff and provider training,
- Service array and resource development,
- Agency responsiveness to the community, and
- Foster and adoptive parent licensing, recruitment, and retention.

Below is information about each of the items found within the various systemic factors that North Carolina was not in substantial conformity during its 2015 CFSR Review, as well as the current status of any activities to address those factors.

Systemic Factor Item 19: Statewide Information System

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: North Carolina is addressing the concern with its Statewide Information System through the implementation of NC FAST. A true benefit to the new automated system is that there will be more access to data than it ever has in the past.

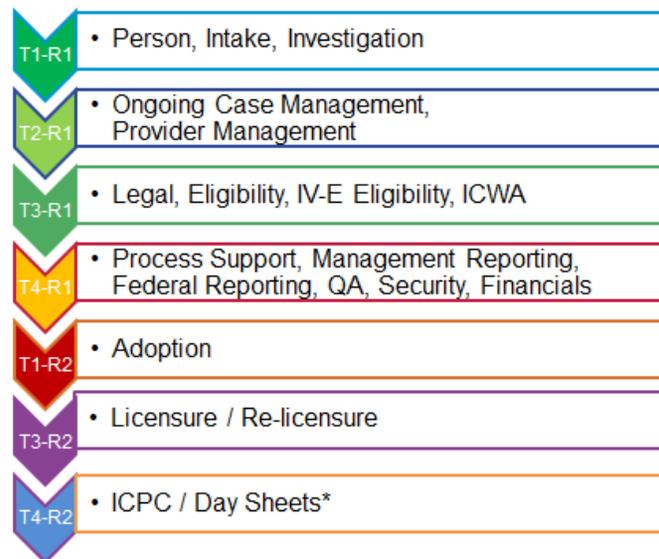
As the design of NC FAST resumed, the team reviewed each business system function (BSF) for clarity, current applicability to the project, the need to move BSFs to or from other tracks, removal of duplicates, and removal of BSFs that are no longer applicable. To determine applicability, the team verified relevance to child services functionality, which includes child welfare programs.

Table 3 below summarizes the results of the elaboration process, which includes the overall totals for all BSFs for child services. This process established the baseline of BSFs that are to be delivered for the project.

P4 Business System Functions (BSF's)	
Original BSF's	4415
Obsolete BSF's	896
Duplicate BSF's	295
New BSF's	186
Final BSF's	3410

Once the BSFs had been reviewed, a fit gap analysis was completed. A Fit Gap is an exercise in which requirements are analyzed, elaborated, and matched against the existing Cúram functionality (Out-of-the-Box). When a requirement does not match (Gap), an estimate of the level of effort required to configure the application is made.

Members of the fit-gap team included personnel from counties, the State Division, and NC FAST team members. Counties represented included Buncombe; Carteret; Catawba; Cleveland; Orange; Richmond; and Rowan. BSFs were divided across four tracks for review over a ten-week period. The breakdown of components by track is depicted in Figure 1 below:



Meetings were held with the team members to review the BSFs and determine the level of fit.

To address the gaps identified and come to an agreement about the approach to satisfying each of the requirements, the NC FAST team discussed each BSF and the suggested approach and fit, led by the designated business and technical track leads that were assigned to research the requirement in depth. Leveraging the Subject Matter Experts and Business Analysts along with the Cúram Reference Application, the teams reviewed the suggested fit and determined an approach for meeting each

requirement.

In order to confirm understanding of current business processes and the meaning of the BSFs, the teams reviewed and discussed the BSFs in the fit analysis meetings with County and State Subject Matter Experts. The team focused primarily on discussing the current process(es) used by the State and counties to satisfy each BSF, as well as the expected future process as it would be after the implementation of NC FAST. The track leads focused on the following during their fit-gap meetings:

- Validation of Assumptions
 - BSFs had been reviewed and assumptions had been made for many of them as to what the intention and/or solution would be. The Fit Gap validated or corrected these assumptions.
- Provided Clarification
 - Some BSFs were considered too generic or vague. The Fit Gap clarified those so as to provide specific direction.
- Answered Questions
 - During the BSF review, there were some questions around policy, process, or the intended requirement. The Fit Gap answered those questions.

Once the BSFs have been agreed upon and signed off by the participants, the project, including state and county participants, will coordinate a Simplification Committee. This committee will review the BSF list to determine items that may need to be obsoleted in the interest of simplifying processes, as well as review previously obsoleted BSFs to determine if they should be included once again.

North Carolina is currently in the final stages of the initial design of NC FAST, with the first day of implementation occurring on August 7, 2017, in the five pilot counties—Franklin, Guilford, Richmond, Rockingham, & Sampson. These pilot counties will further inform the design of the system as they begin using the system on a daily basis.

Systemic Factor Item 20: Written Case Plan

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: North Carolina is addressing the concerns with its written case plans via the strengthening and clarification of its child welfare policies and practices. Policy is being drafted in such a way that the expectations regarding the development of and ongoing implementation of case plans is clear to the child welfare workforce. As of June 30, 2017, CPS In-Home Services and Child Placement Services policies have been revised. CPS In-Home Services policy is currently being implemented and utilized in the ten pilot counties. Details about the proper use of Family Service Agreements can be found on page 60 and 83.

Systemic Factor Item 23: Termination of Parental Rights

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: North Carolina is in the infancy of developing its consolidated permanency profile. The key components of OSRI data, CFSR Data Indicators, and J-Wise data exist. These various data sources need to be compiled into one profile for effective usability. As of June 30, 2017, it appears the profiles will be easier to compile at the county level. There are challenges with sharing data within a judicial district, which will require continued thought and planning to achieve this.

Systemic Factor Item 24: Notice of Hearing and Reviews to Caregivers

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: North Carolina will use its permanency profiles to demonstrate the improvements in noticing caregivers of hearings and other reviews.

Systemic Factor Item 25: Quality Assurance System

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: North Carolina has designed its CFSR PIP Measurement Plan to capture the essence of its quality assurance. The NC DHHS OSRI Team is fully staffed and trained to perform case reviews, as well as quality assurance of case reviews conducted by other staff. Beginning January 1, 2017, and over the next three years, North Carolina will review a total of 213 cases. One hundred thirteen of those cases will come from the ten pilot counties and the additional 100 cases will come from the remaining 90 counties.

Currently, only the ten pilot counties are qualified to conduct their own case reviews with the quality assurance review being performed by the DHHS OSRI Team. When a review is scheduled to occur in one of the 90 counties, the DHHS OSRI Team conducts both the review and the quality assurance portion to that review.

As of June 30, 2017, North Carolina has had 34 cases reviewed in its revised baseline period that began May 1, 2017, with 18 of those being Foster Care cases and 16 of those being In-Home Services cases. In the cases reviewed, six of the ten pilot counties are represented and nine of the remaining 90 counties represented.

As of June 30, 2017, North Carolina does not have any plans to train and build capacity in any of the 90 counties to perform their own reviews.

Systemic Factor Item 26: Initial Staff Training

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: In partnership with the Capacity-Building Center for States, North Carolina has closely examined its current training system for the child welfare workforce. The following observations and conclusions were made:

- ▶ Training does not address the policy “how to” gap effectively.
- ▶ Training does not contain a pretest and posttest to ensure transfer of learning.
 - Training informs new workers that their scores will not be recorded.
 - Indicates lack of importance to agency
 - Promotes environment for new workers to speed through training just to complete requirement
- ▶ Training puts the responsibility on the new worker instead of encouraging the agency to take responsibility for ensuring that staff are trained.
 - The introduction to the preservice online training modules encourages workers to:
 - Schedule a meeting with their supervisor
 - Schedule interviews with seasoned workers
 - Make sure their supervisor understands that they need the week to complete the online training modules
 - Workers must take the initiative to schedule the remaining required training and must receive their job-specific training within their first year of employment.
 - Workers must complete the Transfer of Learning tool.
- ▶ The Transfer of Learning tool is submitted to the State office; however, the information is not used and there is unclear understanding of how tool information should be or could be used in decision-making.
- ▶ There is a lack of feedback regarding what was beneficial in training, what is needed, what could be changed, etc.
- ▶ Preservice online module training has not been updated since 2007.
- ▶ Preservice training requires the worker to print a large amount of information.
 - Is the necessary equipment and supplies (paper, binder, etc.) available to the worker?
- ▶ Training resource 12, Child Welfare Roles and Responsibilities, lists sections that are no longer in your policy manual:
 - Investigative Assessment Worker
 - Section 1418 and Section 1420 are no longer in Chapter VIII.
- ▶ There is no feedback loop—preservice transfer of learning doesn’t come back to the Professional Development Unit.

- ▶ Counties hire their own trainers who have not had interaction or communication with the State training unit. This could lead to inconsistency in interpretation and practice.
 - Purportedly, this need has been identified and co-training is occurring. It is recommended that co-training be statewide and be an agency requirement.
- ▶ Training surveys should gather feedback regarding the content and usefulness of the training, not just the quality of the trainer.
- ▶ Consideration should be given to increasing number of face-to-face day trainings and reducing online training time.
- ▶ Consideration should be given to revising the information presented in the preservice modules to ensure the information is applicable to new workers and provides them with the information needed to fulfill their responsibilities in child welfare.
- ▶ How are workers trained on the various Structured Decision Making (SDM) tools and other agency tools? How is “decision-making” trained as opposed to “form completion”?
- ▶ Do new workers understand that the underlying decision-making and safety model is SDM?
- ▶ How does the agency ensure the trainers hired by the counties understand the SDM model and train to the fidelity of the model?
- ▶ How are staff trained to use the various systems that are in the field (e.g., Responsible Individual List, Central Registry, Services Information System, etc.)?

As North Carolina looks to re-design the courses to educate the workforce on the basic skills necessary for child welfare practice, the above information will be reviewed and addressed.

Systemic Factor Item 27: Ongoing Staff Training

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: The observations and conclusions made by the Capacity-Building Center for States will also inform the courses designed to maintain the child welfare workforce’s skills. In order to do that, North Carolina is reviewing the key competencies in each of the job function specific courses to ensure they capture the skills needed to perform child welfare work. Once the key competencies have been reviewed, they will be used to revise each training curriculum to ensure the knowledge is being imparted to the participants in a way that promotes effective job performance.

An additional opportunity is being availed to the child welfare workforce staff in the form of “in-service” trainings or do-it-yourself (DIY) trainings. Listed on ncswLearn.org under the heading of “Supervisor Resources”, the DIYs are designed to help supervisors and/or training divisions within county child welfare agencies deliver an in-service type training to staff that is short in duration, but focused on particular topic. The kits provide resources that facilitate the supervisors being able to deliver the training, including

PowerPoint presentation, guides, and questions for discussion about each individual topic. The topics under development at the present time include:

- 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

Future DIYs will cover the four child welfare policies that are being revised as a part of North Carolina's Program Improvement Plan—CPS Intake, CPS Assessments, CPS In-Home Services, and Child Placement Services-- and are slated to be released in late 2017.

Systemic Factor Item 29: Array of Services

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: With funding from the Duke Endowment, the North Carolina Institute of Medicine is leading the charge when it comes to identifying appropriate strategies to address issues within North Carolina's service array. Priority consideration is being given to improving timeliness of assessments and initiation of services; improving the accessibility of services within each county so children can remain in their own community or when children do cross county lines, there is coordinated services; and to ensuring the services are individualized to meet the specific needs of families and children.

Regional Leadership Summits have been held in the Partners Behavioral Health Management, Eastpointe, Sandhills Center, and Alliance Behavioral Healthcare regions.

Trillium Health Resources, Cardinal Innovations Healthcare Solutions, and Vaya Health will be convening over the next several months to discuss and strategize options for improving North Carolina's service array.

Participants at the Regional Leadership Summits thus far in the Eastpointe, Partners Behavioral Health Management, Sandhills

Center, and Alliance Behavioral Healthcare catchment areas have raised concerns and proposed strategies along the following common themes:

- Collaboration & Communication
 - Establish a communication protocol and distribute contact information.
 - Eastpointe Regional DSS participants are developing a proposal to create LME/MCO Liaison positions at the DSS to facilitate communication and service coordination. Similarly, Sandhills Regional Leadership Summit participants have drafted a proposal for a Mental Health Case Manager at the DSS to evaluate needed services, facilitate referrals, and provide direct diagnostic/treatment services to children and families. Durham County DSS and Alliance already have a co-funded position.
 - Eastpointe Regional Leadership Summit participants identified a specific need for increased collaboration around discharge planning and are discussing communication and procedural strategies for future planning.
 - Partners Regional Leadership Summit participants identified Transition to Community Living Initiative (TCLI) services as a key area for increased collaboration. TCLI staff and DSS adult service managers are developing a process for working together to identify and assist transition clients.
- Education & Training
 - In order to enhance understanding among DSS, LME/MCO, and provider staff of the responsibilities and regulations of each partner and help prevent future breakdowns in communication, the participants of the Eastpointe Regional Leadership Summit have proposed developing a series of cross-training orientation webinars to educate staff on a number of common issues relating to procedure, provider management, and inter-agency communication.
 - Partners staff gave an informational presentation on the adult services available and participants of the Partners Regional Leadership Summit identified possible training topics.
 - Participants at the Partners and Sandhills Regional Leadership Summits requested additional information about how funding streams work for each agency.

- Provider Network & Service Delivery
 - Some regions emphasized the limited resources available and a lack of providers/services in some counties. This was of particular concern to counties in the Eastpointe region. Several counties across regions discussed the benefits of having or desire to have an onsite clinicians.
 - Participating counties at both the Eastpointe and Sandhills Regional Leadership Summits expressed concerns regarding the timeliness of service delivery. Some participants from both DSS agencies and LME/MCOs shared strategies for incentivizing timely assessments and referrals in payment contracts.
 - Participants at both the Eastpointe and Alliance Regional Leadership Summits raised questions about how provider performance is monitored and concerns about the quality of providers and their contribution to placement disruptions. Sandhills Regional Leadership Summit participants proposed a set of performance-based measures for use in contracting with network providers and a biannual meeting between the Sandhills Stakeholder Continual Quality Improvement committee and DSS agencies.
- Parent Services & Eligibility
 - DSS representatives at the Partners, Eastpointe, and Sandhills Regional Leadership Summits raised the issue of eligibility of parents for Medicaid services. Adult services, including opiate addiction treatment services, can be a valuable tool for family reunification, but are particularly difficult to access for parents without Medicaid, or parents who lose Medicaid after children are removed from the home.
 - A new Medicaid waiver has been requested to allow for a period of 12 months of Medicaid eligibility for parents who lose custody of their children.
 - Sandhills Center and local DSS have agreed that parents entering the health department without Medicaid can receive intervention therapy for 6 weeks.
- Preventing Placement Disruptions
 - Although the DSS and LME/MCO systems have different approaches to evaluating placements, both can agree that placement disruptions have a human cost for the child and a financial cost for both systems.
 - Alliance Regional Leadership Summit participants have made building capacity, placing children locally, and preventing placement disruptions a focus issue of discussions. This ongoing conversation has centered around the foster care home shortage, difficulties placing children in their home counties (and the importance of doing so), and concerns about network quality as it relates to placement moves.

- Adult Services
 - Participants at the Partners, Eastpointe, and Alliance Regional Leadership Summits have raised concern about the impact of the growing adult population and the need to grow capacity and collaboration to meet the challenge.
- Data
 - Partners Regional Leadership Summit participants discussed the importance of data-informed action and are working to collect common data elements among counties implementing trauma-informed care services and share data between the LME/MCO and DSS.
 - Alliance Regional Leadership Summit participants shared and discussed data from several sources and how it can be used to inform action and evaluate progress in efforts to build capacity, place children locally, and prevent placement disruptions.
- Trauma-Informed Care Practices
 - Partners Regional Leadership Summit participants expressed a desire to implement trauma-informed services more broadly in the region. Cleveland and Catawba Counties have implemented trauma-informed care interventions and additional counties, including Lincoln and Gaston expressed interest in pursuing opportunities to implement trauma-informed care elements as well. Participants noted that these are ambitious initiatives that require engagement and commitment by both partners in addition to funding.

This information will continue to be discussed and examined for future enhancements to North Carolina's array of services available to children and families served by the child welfare system.

Systemic Factor Item 30: Individualizing Services

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: North Carolina's work in this area also ties into the work being led by the North Carolina Institute of Medicine. Please see the above documentation in support of the efforts to strengthen the individualization of services for the children and families served by the child welfare system.

Systemic Factor Item 31: State Engagement and Consultation with Stakeholders Pursuant to CFSP and APSR

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: North Carolina has not begun its work to address this systemic factor but expects to begin in the Fall 2017.

Systemic Factor Item 32: Coordination of CFSP with Other Federal Programs

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: North Carolina has not begun its work to address this systemic factor but expects to begin in the Fall 2017.

Systemic Factor Item 34: Requirements for Criminal Background Checks

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: North Carolina plans to re-examine its rules and policies governing the requirements for background checks of all persons providing care to children in the legal custody of county child welfare agencies and will make revisions as appropriate.

Systemic Factor Item 35: Diligent Recruitment of Foster and Adoptive Homes

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: In recognition of the importance of having a quality pool of temporary homes to serve the children in the foster care system, North Carolina has significantly revised its plan for the diligent recruitment and retention of foster and adoptive homes. North Carolina received support from the National Resource Center on Diligent Recruitment (NRCDR), which resulted in the development of a state-level diligent recruitment plan that can be used on the local level to increase the number of foster and adoptive parents available to provide homes for children being served through the foster care system.

Information collected during three stakeholder meetings was used to determine the most appropriate plan for diligent recruitment and retention in North Carolina. This statewide plan provides concrete goals for statewide achievement, consistency, and structure, while also allowing for county-level planning for diligent recruitment and retention of foster and adoptive families. In support of this plan, a diligent recruitment and retention template was developed for use by the county child welfare agencies and private child placing agencies alike. A data profile was also formalized so that county child welfare agencies and private child placing agencies

could use to capture data regarding the children and families served, and in turn this data is to be used to inform the diligent recruitment and retention plan. Finally, a list of resources that could benefit the agencies in their recruitment and retention efforts was compiled.

North Carolina's Diligent Recruitment and Retention Plan prescribes that the Adoption Indexing Team will remain available to county child welfare agencies and private child placing agencies as they develop their own plans.

Systemic Factor Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements

Improvement Goal (%): Not Applicable for August 1, 2017, report

Data Measure:

Progress: By honing North Carolina's focus on a quality pool of available foster and adoptive homes available to meet the needs of the children served by the foster care system, the usage of cross-jurisdictional resources will increase, ultimately resulting in the achievement of permanency for children more quickly.