



North Carolina Department of Health and Human Services
Division of Social Services

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March 15, 2011

DEAR COUNTY DIRECTOR OF SOCIAL SERVICES

**ATTENTION: CHILD WELFARE PROGRAM MANAGERS,
SUPERVISORS AND CHILD WELFARE WORKERS**

SUBJECT: REACHING FOR EXCELLENCE AND ACCOUNTABILITY IN PRACTICE (REAP)

This letter is to provide an update regarding the Reaching for Excellence and Accountability in Practice (REAP) Initiative, whose leadership is shared by the North Carolina Division of Social Services and the North Carolina Association of County Directors of Social Services. North Carolina continues to receive assistance from the Atlantic Coast Child Welfare Implementation Center (ACCWIC) in the development and implementation of this technical assistance model.

REAP is intended to change the way in which county departments and the state division interact to improve outcomes. It is focused on achieving a standard set of outcomes, promoting best practices, and engaging local communities in the work of child safety, permanency and well-being. REAP is also a joint response to address concerns about some inconsistency in the Division's provision of technical assistance.

REAP has two essential components. One is a web-based Technical Assistance Gateway, which is being developed in partnership with UNC-Chapel Hill. The TA Gateway will provide efficient customer service to county departments and allow for a coordinated approach to the policy and practice guidance provided by Division staff. The second component of REAP is a new self-assessment model. This model helps county departments evaluate their performance in certain key child welfare achievement areas, and then engage community stakeholders in developing an Achievement Plan in response to identified strengths and needs. This self-assessment model is currently being piloted with eight county departments.

The REAP pilot began February 2011. Congratulations to the following counties for making their commitment to the process:

- Craven
- Hoke
- Pitt
- Union
- Cumberland
- Pender
- Scotland
- Wilson

What is the counties' commitment?

- To enhance use of data to track their performance and manage their resources to positively move Child Welfare Achievements in the county.

- Completion of a community-driven self assessment with input from parent and youth stakeholders, and the development and implementation of an achievement plan.
- Assign a staff member who will help facilitate the REAP process

What is the Division’s commitment?

- Provide the pilot counties with clear data regarding county level performance on Child Welfare Achievements.
- Support the pilot counties through a training plan, and
- Assign a staff member who will help facilitate the REAP process

Division and County staff entered into REAP with the expectation that this is a *pilot and learning process* of the self-assessment and the achievement plan. It is fully *expected and hoped* that much will be learned as to what is effective and what is not. Those lessons learned will be applied as REAP is expanded into additional counties. Leadership for the REAP pilot is shared by the county and state, with a county co-leader and a Division co-leader.

In an effort to communicate the energy and commitment level of the pilot counties with all 100 counties, the following statements were shared during the February kickoff meeting:

“This is a good opportunity to look at ourselves. Excited about seeing uniform practice.”

“Looking forward to helping us rebuild community partnerships.”

“Build on our strengths and needs for services to families we work with.”

“Results do matter.”

“Eager to learn how to help the Division better serve counties.”

“This will enhance what we do and make our community meetings stronger.”

“I’m excited and charged up about REAP.”

“This is a partnership which allows counties to be vulnerable.”

“Every day we ask families to be vulnerable and to call me when life is rough. I can’t ask that of families without asking that of myself.”

The directory of co-leads for each county is included along with the Child Welfare Achievements document that each county will use to guide their assessment and achievement plan. If you have questions about REAP, you may contact Rita Bland, rita.bland@dhhs.nc.gov, 919-334-1167.

Sincerely,



Kevin Kelley, Interim Section Chief
Child Welfare Services

REAP PILOT CO-LEAD DIRECTORY

Pilot county	Division Support Staff	County Lead Contact
Craven	Evan Friedel evan.friedel@dhss.nc.gov Ph:336-761-2377	Terry Brubaker terry.brubaker@craven.nc.gov Ph: 252-636-4900-Ext. 3081
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Hoke	Ellen Thomas-Pullen ellen.pullen@dhss.nc.gov Ph:919-334-1118	Kristi Pigford kpigford@hokecounty.org Ph: (910) 878-1925
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Wilson	Cynthia O'Briant cynthia.obriant@dhhs.nc.gov Ph:919-334-1165	Kathy Stone kstone@wilson-co.com Ph: 252-206-4000
Jeff Olson Jeff.olson@dhhs.nc.gov Ph: 919-334-1137		
Rita Bland Rita.bland@dhhs.nc.gov Ph: 919-334-1167 or 252-363-2744		

CHILD WELFARE ACHIEVEMENTS

Core Child Welfare Achievements Prevention	What is the Expected Statewide Performance Standard for FY2011?	What was NC's Performance in FY2010?	Is this a Federal or NC Outcome?
The annual rate of child maltreatment	TBD	TBD	
Core Child Welfare Achievements Child Protective Services	What is the Expected Statewide Performance Standard for FY2011?	What was NC's Performance in FY2010?	Is this a Federal or NC Outcome?
The annual % of maltreated children who are not repeat victims of indicated maltreatment	94.6%	93.42	Federal
The annual % of maltreatment following In-Home Services	TBD	TBD	NC
The annual % of CPS reports screened out appropriately	TBD	TBD	
Core Child Welfare Achievements Foster Care	What is the Expected Statewide Performance Standard for FY2011?	What was NC's Performance in FY2010?	Is this a Federal or NC Outcome?
The annual % of children in foster care who have not been maltreated by their foster home	99.68%	99.86%	Federal
The annual % of foster youth with 2 or fewer placements who are in care for 12 months or less	86%	88%	Federal
The annual % of foster youth with 2 or fewer placements who are in care for 12 months but less than 24 months	65.4%	69.11%	Federal
The annual % of foster youth with 2 or fewer placements who are in care for more than 24 months	41.8%	37.85%	Federal
Achieving permanency for children in foster care {Permanency Composite 3} 1. Achieving permanency for children in foster care for extended periods of time. 2. Children growing up in foster care			Federal
The annual % non white children who enter foster care	TBD	TBD	NC
The annual % of non white children who are in foster care	TBD	TBD	NC
North Carolina Passing the Federal IV-E Audit			
Core Child Welfare Achievements Adoptions/Permanency	What is the Expected Statewide Performance Standard for FY2011?	What was NC's Performance in FY2010?	Is this a Federal or NC Outcome?
The annual % of children experiencing re-entries into foster care within 12 months of their discharge	9.9%	5.7%	Federal
Reunification			
The percentage of youth who achieve permanency through reunification within 12 months (assuming in care 8 days)	75.2%	58.11%	Federal
Adoption			
Annual percentage of children who left foster care through adoption in last 12 months who were adopted within 24 months of their last entry into foster care	36.6%	35.11%	Federal
The annual % of adoptions that disrupt or dissolve	TBD	TBD	NC
The annual % of non-white children who are free for adoption who are adopted	TBD	TBD	NC
The Annual % of TPRs that are finalized timely	TBD	TBD	NC

Core Child Welfare Achievements LINKS LINKS ANNUAL SURVEY	What is the Expected Statewide Performance Standard for FY2009?	What was NC's Performance in FY2011?	Is this a Federal or NC Outcome?
The annual % of youth who left the foster care system who had sufficient economic resources to meet their daily needs from age 18 – 21			NC
The annual % of youth who left the foster care system who had a safe and stable place to live from age 18 – 21			NC
The annual % of youth who left the foster care system who attained academic or vocational/educational goals that were in keeping with the youth's abilities and interests from age 18 – 21			NC
The annual % of youth who left the foster care system who had, upon exiting foster care, a personal support network of at least five responsible adults who remained supportive of the young adult over time from age 18 – 21			NC
The annual % of youth who left the foster care system who avoided illegal/high-risk behaviors from age 18 – 21			NC
The annual % of youth who left the foster care system who postponed parenthood until financially established and emotionally mature from age 18 - 21			NC
The annual % of youth who left the foster care system who had access to physical and mental health services, as well as a means to pay for those services from age 18 – 21			NC
The annual % of youth (age 18-21) eligible to sign a CARS agreement who sign a CARS agreement	TBD	TBD	NC
Core Child Welfare Achievements WELL-BEING	What is the Expected Statewide Performance Standard for FY2011?	What was NC's Performance in FY2011?	Is this a Federal or NC Outcome?
Fostering Connections Outcomes (TBD)	TBD	TBD	NC
Core Child Welfare Achievements SYSTEMIC FACTORS FY2009 CW Staffing Survey	What is the Expected Statewide Performance Standard for	What was NC's Performance in FY2010?	Is this a Federal or NC Outcome?
The annual social worker departure rate (excluding retirements, deaths, and promotions)	TBD	TBD	NC
The annual % of supervisors certified in child welfare supervision	TBD	TBD	NC
The annual % of managers certified in child welfare supervision	TBD	TBD	NC
The annual % of local DSS's that meet minimum child welfare caseload standards	TBD	TBD	NC

Core Child Welfare Achievements Child Protective Services	What is the Expected Statewide Performance Standard for FY2011?	What was NC's Performance in FY2011?	Is this a Federal or NC Outcome?
The annual percentage of children who were initiated for a CPS assessment within policy timeframes (timeliness)			Federal
Core Child Welfare Achievements Foster Care	Standard	Current NC Performance	Federal or NC Outcomes?
The annual % of foster children who have been in care "X" amount of time that passed end of grade testing or reached grade level	TBD	TBD	NC
The annual % (number) of children under the age of 12 in group care		1.55% age 1-5 12.27% age 6-12	
The annual % of children for whom a monthly caseworker Visit was conducted	90%	67.1%	Federal

Core Child Welfare Achievements NYTD*	What is the Expected Statewide Performance Standard for FY2011?	What was NC's Performance in FY2011?	Is this a Federal or NC Outcome?
The annual % of youth who exit foster care after the age of 14, and can demonstrate financial self-sufficiency	TBD	TBD	Federal
The annual % of youth who exit foster care after the age of 14 and do not have an experience with homelessness	TBD	TBD	Federal
The annual % of youth who exit foster care after the age of 14 and meet educational attainment	TBD	TBD	Federal
The annual % of youth who exit care after the age of 14 who have positive connections with adults	TBD	TBD	Federal
The annual % of youth who exit care after the age of 14 who do not experience high risk behaviors	TBD	TBD	Federal
The annual % of youth who exit care after the age of 14 who have access to health insurance.	TBD	TBD	Federal

*NYTD information will not be available until FY2012.