

## North Carolina: Addendum to 2018 APSR

Language from PI	PI	CB Comment on APSR NC Submitted June 2017
<b>General Requirements</b>		
<p>Submit as <b>an Excel workbook</b>:</p> <ul style="list-style-type: none"> <li>• CFS-101, Part I for FY 2018;</li> <li>• CFS-101, Part II with planned expenditures for the use of FY 2018 funds;</li> <li>• CFS-101, Part III with estimated and actual expenditures of FY 2015 grants for the title IV-B, and, at state option, the CFCIP and ETV programs.</li> </ul> <p>The workbook is as “State/territory/insular area name or abbreviation FY18 CFS-101s”</p>	<p>Pp. 32-33</p>	<p><i>Page of NC’s APSR: see CFS-101</i></p> <p><b>Line 2(b) (no amount indicated) of Part II, did not match Line 6(a) of Part 1. (In the Excel Spreadsheet attached). The PDF. File is okay.</b></p> <p><b>Line 18(b) (no amount indicated) of Part II, did not match Line 6 of Part 1. . (In the Excel Spreadsheet attached). The PDF. File is okay.</b></p> <p style="text-align: center;"><u>Payment Limitation (Page 27 (H)(1) of PI-17-05)</u> Amount for FFY-2015? (If applicable)? Amount for FFY-2018? (If applicable)?</p> <p><b>Note: (not contained on CFS-101 – found in the APSR). Information not found in APSR.</b></p> <p><b>Line 15: Child Care Related to Employment/Training – CWS</b> Amount for FFY-2015? (If applicable)? Amount for FFY-2018? (If applicable)?</p> <p><b>Note: (not contained on CFS-101 – found in the APSR). Information not found in APSR.</b></p> <p style="text-align: center;"><u>Payment Limitation (Page 27 (H)(1) of PI-17-05)</u> The amount of State expenditures for non-Federal funds for foster care maintenance payments that may be used as match for FFY 2018 title IV-B. Amount for FFY-2018? (If applicable)?</p>

NC Response

North Carolina has revised the CFS-101 in order to reflect the expenditure of the minimum Title IV-B II percentages in each of the four service categories.

General Requirements (continued)	PI	CB Comment on APSR NC Submitted in June 2017
Submit electronically in PDF format copies of the CFS-101, Parts I and III, <b>signed</b> by the appropriate official.	<p>Pp. 32-33</p>	<p><i>Page of NC’s APSR: see CFS-101</i></p> <p>Note: If change(s) or correction made to any segment(s) of the CFS 101’s, a new signatory is required.</p>

NC Response

Changes made and new signatures are provided with this Addendum submission.

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General Requirements (continued)	PI	CB Comment on APSR NC Submitted in June 2017
<p>If a state wishes to revise its previously approved funding request for the FY 2017 grants, either by releasing funds for reallocation or by requesting more funds than originally requested and approved, it must submit a revised CFS-101 Part I as a signed PDF indicating:</p> <ol style="list-style-type: none"> <li>1. the amount of funds that the state does not expect to utilize from its FY 2017 allotment during the upcoming year to carry out the title IV-B, CFCIP and/or ETV program activities; and/or</li> <li>2. the amount of funds the state is requesting if additional funds become available for the title IV-B, CFCIP and/or ETV program (if different from earlier requests).</li> </ol>	P. 33	<p><i>Page of NC's APSR: see CFS-101</i></p> <p>Is the requirement in the left column applicable to NC? If yes, please respond.</p>

NC Response

This requirement is not applicable to North Carolina.

General Requirements (continued)	PI	CB Comment on APSR NC Submitted in June 2017
<p>Link to the location of where the 2018 APSR and other plans are located (or will be located) on the state's websites. Please also provide a name, email, and telephone number of the state contact for the documents.</p>	P. 32	<p><i>Page of NC's APSR: page 2</i></p> <p>Link: Date: Name and Information of State Contact:</p>

NC Response

**North Carolina CFSP and APSR Contact:**

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 North Carolina Department of Health and Human Services  
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 NC DSS web site: <http://www.ncdhhs.gov/divisions/dss>  
 Location of North Carolina's 2018 APSR: <https://www2.ncdhhs.gov/dss/stats/cw.htm>

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1. General Information	N/A	N/A
Collaboration	PI	CB Comment on APSR NC Submitted in June 2017
The description must also include an update on how partners, tribes, courts, and other stakeholders will continue to be involved in the upcoming year in the implementation of the goals, objectives, and interventions, and in the monitoring and reporting of progress.	P. 6	<i>Page of NC's APSR: page 3</i> Need additional information relating to update on “how partners, tribes, courts, and other stakeholders will continue to be involved in the upcoming year in the implementation of the goals, objectives, and interventions, and in the monitoring and reporting of progress.

### NC Response

*In its feedback on North Carolina’s 2018 APSR, the CB asked for more detail about North Carolina’s collaboration with tribes. In response, North Carolina submits the following.*

Between July 1, 2016 and June 30, 2017, North Carolina continued to work toward better collaboration with tribal groups located in North Carolina. Collaboration between the state and tribal groups was furthered when the Secretary of the NC Department of Health and Human Services appointed the Assistant Secretary to represent her on the NC Commission on Indian Affairs. Collaboration was also enhanced when the Deputy Director for Child Welfare within the NC Division of Social Services (NC DSS) was appointed to serve on the Indian Child Welfare Committee, one of the subcommittees of the Commission on Indian Affairs. The purpose of this committee is to share information between NC DSS and tribal groups, to seek ways to better the collaboration between NC DSS and tribes, and to ensure that each is aware of the activities of the other. This committee will provide a key mechanism by which NC DSS will engage the tribal community in monitoring the progress on the objectives and ensuring feedback loops are in place.

2. Update on Assessment of Performance	PI	CB Comment on APSR NC Submitted in June 2017
States must review and update the data and information provided in their 2015-2019 CFSP and subsequent APSRs to reflect recent state performance. The state must use its most recent data profile or contextual information provided on the state’s performance on the CFSR 7 data indicators, its case review data, relevant data or information for each Round 3 systemic factor item and any other relevant data to update this assessment. States are encouraged to include data that shows performance over time and must indicate the sources of data, methods of data collection, any known issues with data quality/limitations and time period(s) for the data provided. States that have completed their CFSR Statewide Assessment in 2016 are encouraged to provide any updated information available for the 2018 APSR. States that have completed their CFSR Statewide Assessment in 2017 may choose to reference that assessment rather than repeating that information in the 2018 APSR.	P. 6	<i>Page of NC's APSR: page 7</i> Need additional information relating to Round 3 systemic factor item and any other relevant data to update the assessment, including CFSR 7 data indicator. Need additional information, relating to; “sources of data, methods of data collection, any known issues with data quality/limitations and time period(s) for the data provided”. Including any updated information available for the 2018 APSR.

### NC Response

While North Carolina continues to use the CFSP as a guiding document, much of our state’s emphasis has shifted to the CFSR and the subsequent Program Improvement Plan (PIP).

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The use of the Onsite Review Instrument (OSRI) has provided North Carolina with valuable information regarding how it is performing on the outcomes of safety, permanency, and well-being. Below is a summary of our state’s performance on each of the 18 OSRI items (originally provided in the August 1, 2017 submission of the PIP progress report).

Item #	% of Cases Rated as a Strength	# of Applicable Cases
1	73%	17
2	53%	19
3	56%	34
4	72%	18
5	39%	18
6	22%	18
7	92%	13
8	38%	13
9	78%	18
10	50%	18
11	58%	12
12	53%	34
12A	82%	34
12B	48%	29
12C	88%	16
13	42%	33
14	62%	33
15	45%	29
16	87%	23
17	79%	24
18	86%	28

North Carolina continues to gather baseline data, which will be used to inform the benchmark expectation for improvement. Those benchmarks are expected to be set in early 2018. North Carolina will report on its progress towards those measures in subsequent APSRs and PIP progress reports.

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2. Update on Assessment of Performance (continued)	PI	CB Comment on APSR NC Submitted in June 2017
States that do not have sufficient, accurate, timely data and information to assess performance should indicate their plans for gathering that information in time for their next year's APSR, or for their CFSR Statewide Assessment, whichever is earlier. States may also contact their CB RO for available technical assistance.	P. 7	<i>Page of NC's APSR: page 7</i> Need additional information relating to "Data Quality Issue".

### NC Response

The difficulties North Carolina has had with regard to assessing performance stem in large part from limitations in its information systems. The state is in the process of addressing this issue through the implementation of a comprehensive case management system. This system, known as North Carolina Families Accessing Services through Technology (NC FAST), began implementation in August 2017. NC FAST is an enterprise case management system, built on Cúram, a commercial off-the-shelf software product. The development and implementation of the necessary functionality for Child Welfare Services (or Child Services) has been identified and approved in the Annual Planning Development (APDu) process by ACF.

NC FAST has developed and begun to implement a data conversion strategy aimed at ensuring unique individuals are identified and not duplicated within the system. Leveraging prior NC FAST program implementations as well as the Common Name Data System (CNDS), only individuals who can be "exact matched" on first name, last name, DOB, SSN, and gender are brought into the NC FAST system. For all future clients, NC FAST requires the user to verify possible matches within the system to avoid duplication of individuals within the system. To ensure that they have as much information as possible, program staff must check individuals in both NC FAST and the legacy system (i.e., the Central Registry) for possible prior child welfare involvement in North Carolina.

The initial five (5) pilot counties began using the system August 7, 2017. The next seven (7) counties that will begin using the system on October 23, 2017. The full implementation for NC FAST is scheduled to be completed by September 2018. It is anticipated that this comprehensive case management system will yield the sufficient, accurate, timely data North Carolina needs to assess performance effectively. As the NC FAST implementation process continues, NC DSS program staff will be using the data to perform reviews of practice. These reviews will include verification of the data as accurate representation of the case actions and status.

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3. Update to the Plan for Improvement and Progress Made to Improve Outcomes	N/A	N/A
Update to the Plan for Improvement	PI	CB Comment on APSR NC Submitted in June 2017
<p><i>Implementation Supports</i>                      To promote successful implementation of newly identified or revised goals and objectives, states are encouraged to identify in the 2018 APSR supports needed to continue to implement each goal and objective and a plan for ensuring the supports are put in place. Examples of implementation supports include: staffing, training and coaching, financing, data systems, policies, physical supports, equipment, and memoranda of understanding with other agencies.</p>	<p>P. 7</p>	<p><i>Page of NC's APSR: page 9</i>                      Need additional information relating to “staffing, training and coaching, financing, data systems, policies, physical supports, equipment, and memoranda of understanding with other agencies”.</p>

### NC Response

*In its feedback on North Carolina’s 2018 APSR, the CB specifically asked for more detail about the implementation supports North Carolina needs related to staffing, training, and coaching. In response, North Carolina submits the following.*

North Carolina recognizes the need for intentional implementation of the PIP goals and strategies. This requires a plan to strengthen the state’s PIP implementation team capacity to link that plan through leadership, data, feedback loops, and quality management methods. The coaching, staffing, and training supports needed to implement each goal of the PIP are being assessed, developed, and modified. All PIP goals and strategies still require the development of an implementation plan that focuses on the coaching, training, and workforce development needs to produce and sustain implementation outcomes. All PIP workgroups have begun identifying capacity challenges to scaled implementation and have identified **potential** implementation support needs. (These potential needs are outlined in the table in the Appendix to this addendum.) This is caveated; completion of organizational readiness and implementation driver assessments must be conducted before we can know definitively what implementation supports are needed to address those challenges.

To effectively staff and deliver on the goals, strategies, and action steps included in the PIP, in the next 12 months NC DSS will need to consider the following:

- An updated organizational evaluation of its readiness (e.g., readiness assessment) and capacities to fulfill plan obligations
- A commitment from leadership (Department, Division, Section) to allocate sufficient resources (staffing, budget, in-kind) to the plan once staffing and other needs are identified through the updated organizational evaluation
- A capacity-building approach to understanding effective implementation support and approaches, including the identification and documentation of technical versus adaptive implementation tasks/problems
- The development and utilization of data-driven tools for ongoing quality management and improvement (e.g., a quality and outcomes measurement model for both process improvement and outcomes monitoring)
- Identification of strategies to effectively engage key partners at each level required by the plan
- Creation and implementation of partnership engagement tools that ensure collaboration as well as accountability for shared outcomes

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To this end, NC DSS will consult with the Capacity Building Center for States, Frank Porter Graham Child Development Institute at UNC, Casey Family Programs, and the Annie E. Casey Foundation on partnership opportunities to develop a more robust PIP implementation support plan. Each of these organizations has expertise in capacity building, implementation science, and change management within the context of public child welfare system reform. North Carolina must build capacity for implementing and sustaining the PIP within the context of emerging social services reform (NC House Bill 630), understanding that major context shifts will cause future modifications and that parts of the plan must remain dynamic.

<i>Update on Progress Made to Improve Outcomes</i>	PI	<i>CB Comment on APSR NC Submitted in June 2017</i>
<i>Progress Measures:</i> States must cite relevant state and local data supporting the state’s assessment of the progress toward meeting each goal and objective of the 2015-2019 CFSP and subsequent APSRs.	P. 8	<i>Page of NC’s APSR: page 9</i> Need additional information relating to “Progress Measure”, citing state and local data supporting the state’s assessment of the progress toward meeting each goal and objective of the 2015-2019 CFSP and subsequent APSRs.

### NC Response

When North Carolina wrote its CFSP in 2014, three main themes were woven throughout it: REAP (Reaching for Excellence and Accountability in Practice), Project Broadcast, and the implementation of a practice model. Each of these was used as a framework for moving our state’s child welfare system forward. Since 2014, North Carolina has conducted Round 3 of the CFSR, which has redirected the focus to the goals, strategies, and activities outlined in the PIP.

**PIP Goals & Strategies.** Since the CB issued the results of North Carolina’s latest CFSR in February 2016, our state’s APSR goals shifted from implementation of the state’s CQI framework, REAP, to the development and execution of a PIP developed in consultation with the CB. The PIP was approved in January 2017; implementation began that same month. The PIP outlines five overarching goals designed to provide a path to system improvement:

- 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
- 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
- Goal 3: Improve permanency outcomes for children through collaboration with the judicial system
- Goal 4: Strengthen cross-system service provision to improve safety, permanency, and well-being outcomes for children and families
- Goal 5: Enhance the statewide data quality, collection and dissemination of information regarding services provided

For each PIP goal, North Carolina worked with the CB to develop a series of implementation strategies. More specific and concrete than the PIP goals, these strategies provide direct instructions for the state to improve the system’s ability to meet the needs of children and families:

- Strategy 1.1: Strengthen and clarify North Carolina’s child welfare policies and practices

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- Strategy 1.2: Enhance the training system to support the consistent application of the revised policies and practices
- Strategy 1.3: 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
- Strategy 1.4: 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 which will clarify the roles and responsibilities of both state and county staff
- Strategy 1.5: Develop and implement a state level child welfare family leadership model which will provide family “voice” to inform state plans
- Strategy 2.1: Operationalize the state level quality assurance system so that areas of child welfare practice needing improvement are consistently identified and addressed
- Strategy 2.2: Develop the protocol and processes by which quality assurance results will be analyzed and program improvement will be implemented and evaluated statewide
- Strategy 3.1: 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
- Strategy 3.2: NC DSS, Indigent Defense Services, Guardian ad Litem and the Court Improvement Program will provide targeted engagement to county department 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
- Strategy 3.3: 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
- Strategy 4.1: Establish agreements between county departments of social services (DSSs) and Local Managing Entities/Managed Care Organizations (LME/MCOs) 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
- Strategy 4.2: 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
- Strategy 4.3: 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
- Strategy 5.1: Strengthen the statewide information system through the development of a child welfare module within NC FAST (North Carolina Families Accessing Services through Technology) to improve data quality, consistency, and access to timely statewide data



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Each of the strategies outlined in the PIP either have an associated work group or had a previous designated stakeholder body dedicated to its execution. In addition to outlining the goals and strategies for North Carolina, the PIP provides a series of activities with associated completion dates. These are highlighted in the “Progress Benchmarks” section below.

**OSRI Case Review Data.** While executing the strategies outlined in the PIP will move the state closer to achieving the five system improvement goals, North Carolina is also measuring system improvement using the OSRI case review process to provide data on statewide performance.

The Childrens Bureau (CB) afforded states the opportunity to conduct case reviews during Round 3 of the CFSR. In 2015, NC DSS collaborated with 10 counties to use the OSRI for this purpose. Since that time, North Carolina has adopted the OSRI as the foundation of its quality assurance system.

The initial 10 counties continue to use the OSRI as a mechanism to measure their performance in safety, permanency, and well-being. Additionally, the NC DSS OSRI/Case Review team is using the OSRI to measure performance statewide by randomly selecting cases from the remaining 90 counties. A minimum of 213 case reviews using the OSRI will be completed annually. Measuring performance statewide by randomly selecting cases from the remaining 90 counties will give NC DSS and its stakeholders ongoing insight into our statewide performance and help us assess the success of the interventions we employ to improve the system.

The CB and NC DSS agreed on the use of a prospective methodology to measure areas needing improvement. As such, a new baseline of case review information to evaluate North Carolina is currently being collected. The data being collected will be used to measure our improvement on the seven CFSR outcomes for safety, permanency, and well-being.

Beginning in October 2017, North Carolina will begin publishing an OSRI Quarterly Report that will provide quarter-by-quarter summaries and analysis of the state’s performance on each outcome and item. The figures in this report will compare performance against the baseline data, which come from cases reviewed during May through October 2017, and the benchmark that the CB will set for the state.

<b>Update on Progress Made to Improve Outcomes (continued)</b>	<b>PI</b>	<b>CB Comment on APSR NC Submitted in June 2017</b>
<i>Progress Benchmarks:</i> For each objective/intervention identified in the 2015-2019 CFSP and subsequent APSRs the state must report on the progress it is making in meeting its timeframes and benchmarks for implementing the intervention. Benchmarks may be stated in terms of implementation milestones, such as key activities completed or process measures.	P. 8	<i>Page of NC’s APSR: page 10</i> Need additional information relating to “report on the progress it is making in meeting its timeframes and benchmarks for implementing the intervention. Benchmarks may be stated in terms of implementation milestones, such as key activities completed or process measures”.

### NC Response

By June 30, 2017, North Carolina successfully completed the following benchmarks as outlined in the PIP:

- 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.

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- Ninety-two supervisors were randomly selected using a stratified sampling methodology to ensure North Carolina achieved its goal of 80 supervisors completing the Supervisor Academy. In May 2017, these supervisors were notified of their selection and assigned to a training location.
- North Carolina has assessed the technical assistance model it has been using since 2010. This assessment has included the strengths of the model, as well as gaps.
- A comprehensive review of family leadership models was completed. Because no statewide child welfare family leadership models were identified by the review, North Carolina decided to use the frameworks from several other states and materials published by CB as guidance to create a statewide model.
- A communication plan regarding state-level quality assurance was developed. The execution of the various communication strategies is underway. As part of this, an on-demand course about the state's OSRI/case review process has been developed and is available on [ncswLearn.org](http://ncswLearn.org) for the entire child welfare workforce in North Carolina.
- North Carolina inquired about the technical assistance models employed in other county-administered states; to date, none have been identified.
- North Carolina's Guardianship Assistance Program became effective January 1, 2017, as directed by N.C.G.S. §108A-49.1. In the next 12 months, ongoing technical assistance will be provided to further expand the utilization of this permanency option.
- North Carolina proposed administrative rules governing its Guardianship Assistance Program in 2017. These rules were reviewed, approved, and became effective March 1, 2017.
- A new Guardianship Assistance Program policy was created. This policy was published on March 1, 2017.
- With assistance from the National Resource Center for Diligent Recruitment, North Carolina has written and published a Diligent Recruitment and Retention (DRR) plan that focuses on state-level efforts. This plan requires each of the 100 county child welfare agencies to write its own DRR plan and to collect data for further analysis. Under this same plan, private child-placing agencies must collaborate and participate in the development of the county-level DRR plans. Private agencies may also submit their own DRR plans to NC DSS.
- In conjunction with creating its DRR plan, North Carolina developed a communication plan related to DRR efforts in the state.
- North Carolina completed an analysis of current child welfare business functions and compared them to the existing Cúram software. This report was used to inform the design of NC FAST.

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4. Update on Service Description	PI	CB Comment on APSR NC Submitted in June 2017
Indicate the specific percentages of title IV-B, subpart 2, funds the state will expend in 2018 on actual service delivery of family preservation, community-based family support, time-limited family reunification and adoption promotion and support services, and on planning and service coordination, with a rationale for the decision. The state must provide an especially strong rationale if the percentage provided for any one of the four service categories is below 20 percent.	P. 9	<i>Page of NC's APSR: issue is on p. 20</i> Need additional information relating to action that would mitigate this issue in the coming FFY. Note: "The state must provide an especially strong rationale if the percentage provided for any one of the four service categories is below 20 percent".

### NC Response

*In its feedback on North Carolina's 2018 APSR, the CB specifically asked North Carolina to explain how it will ensure that in future it expends at least 20% of the allocated funding on the required service delivery areas. In response, North Carolina submits the following.*

North Carolina will adjust its planned obligations for FFY 2018 to meet compliance with Title IV-B, Subpart 2. Our state anticipates spending 31% on community-based family support services, 20% on family preservation services, 20% on time-limited reunification services, and 22% on adoption promotion and support services. Each of the four service categories will be budgeted at 20% or higher. These amounts include the funds listed on the CFS-101, as well as carry-forward funds to reflect the above Title IV-B percentages.

4. Update on Service Description (continued)	PI	CB Comment on APSR NC Submitted in June 2017
If not covered in Section C3, "Update to the Plan for Improvement" describe any additional steps the state will take to expand and strengthen the range of existing services and to develop and implement services to improve child outcomes. Explain planned activities, new strategies for improvement, and the method(s) to be used to measure progress in the upcoming fiscal year if not addressed in the goals, objectives and interventions.	P. 9-10	<i>Page of NC's APSR: applies to section beginning on page 12</i> Need additional information relating to "Update to the Plan for Improvement", including planned activities, new strategies for improvement, and the method(s) to be used to measure progress in the upcoming fiscal year if not addressed in the goals, objectives and interventions".

### NC Response

*In its feedback on North Carolina's 2018 APSR, the CB specifically asked North Carolina to expand on the planned activities, new strategies for improvement, and the methods to be used to measure progress in the upcoming fiscal year. In response, North Carolina submits the following.*

### **Positive Parenting Program (Triple P)**

North Carolina, primarily through the Divisions of Public Health (NC DPH) and NC DSS, with The Duke Endowment, are currently investing in the scaling-up of the Triple P – Positive Parenting Program (Triple P) system of interventions in 36 counties. Additionally, there are 12 counties that have trained Triple P practitioners, but do not yet have a local support agency. Several overarching goals are being pursued with Triple P:

- To promote the development of non-violent, protective, and nurturing environments for children;
- To reduce the incidence of child maltreatment and the behavioral/emotional problems in childhood and adolescence;

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- To promote the independence and health of families through the enhancement of parents' knowledge, skills, confidence, and self-sufficiency;
- To promote the development, growth, health, and social competence of young children; and
- To develop implementation and evaluation support for counties providing Triple P.

In the SFY 2017 budget, the NC General Assembly allocated \$1,475,000 of state funds to NC DSS for Triple P. NC DSS met with its public and private partners to determine the purposes that best serve child welfare needs in our state and built on existing Triple P initiatives. Accordingly, NC DSS entered an internal memo of agreement (IMOA) with NC DPH for \$861,750 to expand the number of trained practitioners providing Triple P services. NC DPH subcontracted with local health departments and nonprofits to train 423 local practitioners in one or more levels of Triple P to support county DSS clients.

In SFY 2017, NC DSS also contracted with the Frank Porter Graham Child Development Institute (FPG) at UNC for \$613,250 to provide services that build on the existing Triple P implementation evaluation. These services included:

- Conducting qualitative interviews with county and state stakeholders to identify emerging themes concerning Triple P implementation;
- Developing two Triple P implementation tools and one Triple P implementation learning module;
- Developing a guidance brief on enhancing Triple P quality and monitoring;
- Completing a quality assurance and improvement plan for external implementation support to Triple P communities;
- Facilitating three regional workshops in Boone, Charlotte, and Greenville;
- Developing implementation support plans;
- Selecting two pilot communities (the Raleigh-Wake Triple P Collaborative and the Madison-Buncombe Regional Triple P Cluster) for direct implementation support to build capacity and infrastructure; and
- Selecting an agency (Prevent Child Abuse NC) to develop statewide implementation support.

In the SFY 2018 budget, the NC General Assembly allocated \$1,975,000 in recurring state funds to NC DSS; this allocation included funding for Triple P. In SFY 2017-18, NC DSS plans to contract with FPG for approximately \$506,000 to build on work completed in SFY 2017 by creating implementation resources for North Carolina counties and stakeholders interested in or currently scaling up Triple P. NC DSS also plans to enter into an IMOA with NC DPH for at least \$1,469,000 to maintain active implementation of Triple P and to expand the model based on identified needs and national-level outcomes for population-level impact. This work will increase the evidence-based services available to North Carolina children and their families and strengthen the implementation support available to our state's Triple P practitioners.

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## Chafee/LINKS/CFCIP

### New Strategies for Improvement

In SFY 2018, NC DSS plans to measure progress associated with statewide provision of Chafee services as follows:

- Develop and Refine Monitoring Process. Current NC DSS procedures will be expanded to incorporate fiscal and programmatic aspects. These changes will involve the state LINKS program coordinator, children's program representatives, program monitors, and local business liaisons.
- County and State Plans. New county and state LINKS planning tools will be developed in collaboration with county agencies. These tools will incorporate planned services to the foster care population across the state, factoring in county-specific needs (e.g., training).
- Use of Data to Inform Programming Strengths and Needs. NC DSS will use data collected through the Services Information System (SIS), National Youth in Transition Database (NYTD) surveys, other legacy data systems, and NC FAST upon roll-out of LINKS functionality, to analyze program strengths, needs, and youth outcomes and inform program improvement and growth.

### Methods to Measure Progress

In addition to the above, the following activities will be performed specifically for the purposes of monitoring Chafee funding and services:

- Desk Monitoring. NC DSS will monitor, on a monthly basis, reimbursement requests from county agencies for the expenditure of funds related to the support of current and former foster youth toward the stated program goals (Chafee goals/outcomes). This monitoring will ensure funds are being used appropriately.
- Monthly Web Conferences. NC DSS will conduct monthly web conferences for county program staff and other partner agencies. These will be forums for discussing LINKS funding and services, presenting vital information and resources related to program goals, and sharing program successes.

## Driver License Pilot Project

### Planned Activities

NC House Bill 630 established a pilot program to help youth in substitute care obtain drivers licenses. It authorized NC DSS to expend \$75,000 a year for two years. Planned activities for this pilot project include, but are not limited to, the following:

- Develop project criteria, including eligibility of young people and costs eligible for reimbursement;
- Develop and deliver methods and materials to promote the project and inform eligible youth and caregivers;
- Collaborate with young people and stakeholders (e.g., foster parents, representatives of the insurance industry) to reduce non-financial barriers to youth obtaining driver permits, driver licenses, driving experience, and insurance; and
- Implement the project for the first of two years, track progress, and submit required reports to the NC General Assembly.

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### New Strategies for Improvement

As part of the legislation to overhaul the social services system, a Driver License Pilot Project was added to support collaboration between foster youth, county child welfare agencies and the Department of Insurance. In some locations in North Carolina, the ability to drive is a necessity as there are limited transportation options in some of our smaller counties and more rural parts of the state. NC DSS has historically used Chafee funding to support young people in foster care to obtain driver licenses, pay for insurance, and obtain vehicles. This is the first time the state has put forward funding specifically so that young people in foster care can obtain driver licenses. This project is a strategy and an opportunity to continue to financially support young people in foster care who are seeking to obtain driver licenses and to address non-financial barriers to young people obtaining driver licenses. There is also the recognition driving could be part of a pathway to employment, education, and independence. This pilot provides an opportunity to review how best to support the use of Chafee funding in this area.

### Methods to Measure Progress

The following activities will be performed specifically for the purposes of monitoring the Driver License Pilot Project:

- Develop a project plan to track specific tasks and activities in the development and implementation of the project;
- Develop a mechanism to track access to the project and any ongoing needs of young people reaching out for services related to driving to measure the success of the project and collect information that can be used to improve the project; and
- Develop a plan for sustainability and expansion that incorporates the existing structure and funding of the LINKS program and continues to address non-financial barriers to young people in foster care obtaining driver permits, driver licenses, gaining driving experience, and acquiring insurance.

### Contracts Supporting LINKS (CFCIP)

*Independent Living Resources, Inc. and SaySo*

#### Planned Activities

As described in the 2018 APSR, NC DSS contracts with Independent Living Resources, Inc. and Strong Able Youth Speaking Out (SaySo) to provide comprehensive and professional training, leadership, and life skills activities to transition-aged youth and young adults involved with LINKS and SaySo, and to adults serving youth through county child welfare agencies across the state. This contract is partially funded through Chafee funds. Performance requirements for this contract include:

- Provision of LINKS programing targeting youth ages 13-24 who live or have lived in foster care in NC and are served by LINKS and SaySo;
- Provision of training to professionals, paraprofessionals, volunteers, foster parents, and others who work with youth and young adults in foster care within North Carolina;
- Coordination of one (1) Real World Instructional event (blended training);
- Coordination of five (5) Mentor Real World Collaboration Meetings;

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- Coordination and hosting of one (1) day-long Mentor Real World Youth Simulation event;
- Offering two (2) day-long life skills conferences for youth ages 13-16;
- Offering three (3) day-long transition conferences for youth ages 16-21;
- Administration of SaySo – including youth board of directors orientation and meetings; recruiting, training, and supervising work experience opportunities for young adults and foster youth alumni; providing stipends for youth participation in meetings and conferences;
- Offering one (1) day-long SaySo Saturday event which provides youth, social workers, and supportive adults opportunities to learn about issues important to young people in foster care and make new connections;
- Provision of community support for current and aged-out LINKS/SaySo youth, including an interactive website designed by young adults and which provides information and resources; and
- Creating opportunities and connecting youth to opportunities to participate in leadership activities and events such as a one-day SaySo Survivor Leadership Retreat, a one-week legislative page program, and other opportunities.

### New Strategies for Improvement

Strategies for improvement of contract administration and service provision through ILR and SaySo include the following:

- Closely following the monitoring plan for contracts, as outlined below.
- Exploration and identification of resources to support expanded programming for youth and social workers who access services, training, and leadership opportunities through ILR and SaySo programming provided under this contract.

### Methods to Measure Progress

All NC DSS contracts are monitored using the NC DHHS / NC DSS Subrecipient Contract Monitoring Plan. The monitoring process encompasses a variety of tools used throughout the contract period. Fiscal and program reports, desk monitoring, onsite monitoring reviews, and ongoing telephone/email contact with the contractor provide valuable information to determine the subrecipient's contractual compliance and program success. During SFY 2018, NC DSS will monitor the contract with Independent Living Resources, Inc. as follows:

- **Monthly Desk Monitoring:** This consists of a review of the DSS-1571 Administrative Costs Report submitted by the contractor. These reports are reviewed for accuracy and allowable and reasonable costs. In addition, the state Auditor's non-compliance list is reviewed to ensure all reporting requirements are being fulfilled by the contractor.
- **Quarterly Reporting:** During the first quarter of the contract year, the contractor receives a "Performance Status Monitoring and Quarterly Reporting Tool" that is to be completed and submitted by the contractor each quarter. Each quarter the contractor reports cumulative totals related to services provided and other contract deliverables/measures.
- **Onsite Visits:** The frequency of onsite visits is based on a determination of risk. NC DSS will develop a monitoring plan for contractors based on the risk level. The period under review – which is the period reviewed during the onsite visit – is determined to be 12 months prior to the

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date of the onsite visit monitoring review and through the month preceding the month of the date of review. At a minimum, a random sample of two months of DSS-1571 Administrative Cost Reports and supporting documentation during the period under review are reviewed. Additional areas reviewed during the onsite visit include other fiscal aspects, including use of funds, internal controls, and whether all contract positions are filled. Program aspects are also reviewed, such as whether the projected number of participants have been served and whether program policies are on file with the contractor.

### *Orphan Foundation of America/Foster Care to Success*

#### Planned Activities

NC DSS contracts with the Orphan Foundation of America (doing business as “Foster Care to Success”) for the administration of the Federal Education and Training Vouchers program and the state’s NC Reach program. Both programs exist to help former foster youth pursue post-secondary education and/or career and technical training. NC DSS will continue to contract with this organization for the administration of both programs during SFY 2018.

Performance requirements for the ETV contract include the following:

- Program outreach – including maintenance of the NC ETV information webpage, production and distribution of web-based ETV materials and brochures, maintenance of a toll-free phone number that youth and stakeholders can call for information and assistance, work with college financial aid offices and student services to raise awareness of the program, and work with county child welfare staff to coordinate services and funding youth may be receive both through ETV, Foster Care 18 to 21, or the Guardianship Assistance Program.
- Identification of qualified applicants – including management of the ETV program through the Foster Care to Success web portal, which hosts an online mobile-friendly ETV program application, houses student data, and allows the state to confirm applicant eligibility.
- Awarding of ETV funding – including confirmation of student enrollment, proper documentation has been received by the contractor and the school, and management of fiscal aspects of the ETV program.
- Monitoring and supporting student progress – including collecting and recording data from students’ transcripts; using a distance model that combines phone calls, email, and text messages to communicate with on-the-go, busy students; conducting monthly phone meetings with each student to discuss progress and problems, academic challenges, information gaps, and to reinforce attitudes and behaviors of successful students; and working with NC DSS, county child welfare agencies, and private agencies to further students’ academic goals and provide personal support and enrichment opportunities.

Performance requirements for the NC Reach contract include the following:

- Educate stakeholders – sharing information about the NC Reach program, its benefits, and how students may access the program with NC Reach applicants, foster and adoptive parents, secondary and post-secondary education staff, and youth-serving agencies/organizations.



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- Promotion of student retention and progress toward degree completion – this involves providing case management support to students, documenting regular contact and supportive services provided, coaching students to understand the NC Reach GPA requirements, enrolling students at risk of losing their eligibility in the Aim Higher Success Program, and recording end-of-term transcripts.
- Ensure student funding from all sources is considered to meet the cost of attendance (COA) – including tuition, fees, etc. as well as stable housing and reliable transportation. The contractor works with colleges and county child welfare agencies to prevent students from exceeding their COA and to prevent the duplication of funding for specific expenses. The contractor also works with students to improve their money management skills. Contractor also works with college financial aid offices to address issues impacting students' financial aid awards and to ensure students' funding is appropriately disbursed from NC DSS through the North Carolina State Education Assistance Authority (NCSEAA) to the schools.
- Demonstrate student satisfaction with the NC Reach program – this involves providing timely and comprehensive information, services, and support through ongoing contact with students; addressing student needs, issues, or complaints immediately upon notification; and administering an annual satisfaction survey.
- Demonstrate NC Reach staff caseworkers are skilled and trained – this involves keeping on record job descriptions and resumes for each staff member; submitting job descriptions and resumes to NC DSS contract administrator; balancing caseloads between staff caseworkers to ensure caseloads are commensurate with their ability to support NC Reach program and student needs; and conducting performance evaluations of staff caseworkers semi-annually to reflect accomplishment of program goals and objectives.
- Actively work with students to develop a proactive post-secondary-to-employment plan.
- Address student transitional and crisis needs through comprehensive case management support – this involves conducting entry interviews with students to determine needs and follow-up with appropriate services; offering information, guidance, and referrals; and ensuring accessibility of caseworkers to students.
- Meet with NC Reach students on campus a minimum of one time per semester to fully support their individual needs.

### New Strategies for Improvement

Strategies for improvement of contract administration and service provision through the ETV and NC Reach programs include the following:

- Closely following the monitoring plan for contracts.
- Training additional staff at NC DSS to use the Foster Care to Success portal to determine student eligibility to facilitate timely application processing.

### Methods to Measure Progress

Methods for measuring progress are the same as those described in the ILR and SaySo section above.

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## Youth Villages – Foster Care Transitional Living Initiative Fund

### Planned Activities

SFY 2018 is the third year in a multi-year plan that will ultimately offer YVLifeSet to every youth aging out of foster care across the state to help assure a successful transition to adulthood. The purpose of this contract is to replicate the success of the program model so more young adults have the opportunity to participate in this outcome-based program. Performance requirements for this contract include the following:

- Offer services to 320 youth and young adults between the ages of 17 and 21 (who are likely to or have already aged out of the foster care system) in the following 63 counties: Durham, Chatham, Alamance, Orange, Caswell, Person, Granville, Vance, Franklin, Wake, Halifax, Warren, Guilford, Davidson, Mecklenburg, Cabarrus, Union, Rowan, Stanly, Henderson, Buncombe, Madison, Yancey, McDowell, Transylvania, Polk, Rutherford, Jackson, Mitchell, Pitt, Craven, Pamlico, Beaufort, Forsyth, Yadkin, Wilkes, Watauga, Caldwell, Ashe, Alleghany, Avery, Haywood, Macon, Davie, Surry, Stokes, Iredell, Catawba, Gaston, Rockingham, Randolph, Moore, Lee, Harnett, Hoke, Cumberland, Johnston, Wilson, Nash, Edgecombe, Greene, Martin, and Lenoir.
- Deliver highly individualized services tailored to meet the strengths and needs of individual youth and young adults as components of the YVLifeSet program:
  - Permanency – establish permanent connections for young adults transitioning from care.
  - Education – assist and support youth and young adults in completing their high school diploma or equivalent and, for students who have completed high school, assist them in determining what course of study they want to pursue (e.g. vocational training, college courses, etc.).
  - Employment – create partnerships with community businesses willing to hire young adults with the hope that, when these young adults are discharged from the program, they will be able to maintain their employment.
  - Housing – assist young adults in the acquisition of housing that can be maintained upon discharge from the program.
  - Basic Independent Living Skills – work with young adults on activities to build real world knowledge such as budgeting, getting along with peers, obtaining medical insurance, etc.
  - Crisis Intervention – in case of crisis, young adults may contact the contractor at any time and a trained staff member will respond. Crisis resolution may include responding by phone or in person regardless of the hour or day of the week.
  - Timeline for and Context of Service Delivery – services are rendered in the young adults’ natural environments and in a highly individualized manner. The timeline for delivery of services and discharge from the program varies depending on the needs of the young adults.

### New Strategies for Improvement

NC DSS strategies for improvement of contract administration and service provision through Youth Villages, Inc. include the following:

- Closely following the monitoring plan for contracts.

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- Working with and supporting Youth Villages in the planning and execution of a legislatively-required impact measurement and evaluation of the YVLifeSet model.

### Methods to Measure Progress

Methods for measuring progress are the same as those described in the ILR and SaySo section above.

### Adoption Promotion

#### Planned Activities

NC DSS is also working to guide county DSS and private child-placing agencies on the appropriate use of program funds. Due to varying needs across the state, it is not possible to provide a comprehensive list of allowable uses of the funding. However, to increase information sharing on this topic, in the coming year NC DSS will engage agencies in sharing creative ways agencies are using the funds; NC DSS will also create an Adoption Promotion program listserv to facilitate regular information sharing. To increase the quality of data used to guide decision making and the structure of the program, NC DSS now requires and verifies that county DSS agencies have closed the child's DSS-5094 (Child Placement and Payment Report) with the correct termination code prior to payment being made.

Adoption promotion services are offered statewide through all 100 county DSS agencies and 12 contracted private child-placing agencies. In SFY 2017-18, NC DSS anticipates the adoption promotion program will assist in finalizing more than 800 adoptions of children from foster care across North Carolina, with private agencies assisting in more than half of those adoptions.

#### New Strategies for Improvement

Through ongoing and meaningful engagement of its stakeholders, NC DSS has identified challenges county DSS and private agencies were experiencing while negotiating Adoption Services Agreements. NC DSS engaged all parties in a brainstorming session in February 2017 to discuss areas for improvement in the program, including improvements regarding division of services/fund sharing and improvements to the Adoption Services Agreement facilitation process. Based on the feedback gathered, an Adoption Promotion program workgroup formed to address key issues and facilitate potential changes/improvements to the program that will continue to enable all parties to focus on the overall goal of securing permanent homes for children who are hard-to-place while working in collaboration with our partner agencies.

The Adoption Promotion workgroup has begun meeting and is currently working to assess and revise the Adoption Promotion Program structure for SFY 2018-19. This assessment includes reviewing how funds are disseminated to local entities, how private child-placing agencies and county DSS agencies collaborate on adoption cases, and how funds are spent to enhance adoption programs at the local level. Ultimately, the goal of the workgroup is to restructure the program in such a way as to encourage improvement in adoption services to children and families and to increase the rate of adoption. Achieving this goal is urgent due to the increase in the number of children entering foster care and becoming legally free for adoption.

One PIP goal is to engage stakeholders and revise North Carolina's DRR. In June 2017, the DRR plan was finalized. A main directive within the plan is for each county DSS to write its own localized DRR plan in 2017-18, with implementation beginning in 2018-19. In 2017-18, NC DSS will

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provide ongoing technical assistance and training to public and private agencies in support of diligent recruitment and retention, including the use of the Adoption Promotion program as a mechanism for enhancing recruitment and retention of adoptive families.

### Methods to Measure Progress

NC DSS, in partnership with the Adoption Promotion workgroup, will continue to assess and make recommendations for an improved structure for the Adoption Promotion program in 2017-18, with the intent to develop new guidance to issue to program stakeholders for implementation in 2018-19. This includes developing a new formula to establish county adoption baselines that will better capture and evaluate each county's performance regarding the achievement of permanency through adoption for children in their custody. County DSS performance in this area will then be directly measured and monitored through achievement of their annual baseline. New baselines will be effective for SFY 2018-19.

Private contract providers who do not meet their target outcome measures for the Adoption Promotion program will receive consultation from NC DSS to discuss any challenges or barriers that prevented them from achieving their goals. If after consultation providers are unable to meet outcome measures, contracts will be evaluated to determine whether funding should be reduced or the contractual partnership discontinued.

### Post Adoption Services

#### Planned Activities

Post adoption support services are provided by contracted, community-based agencies across 11 regions serving all 100 North Carolina counties. Agencies are currently finishing their final year of a three-year, competitive award cycle. Agencies continue to provide evidenced-based, trauma-informed services to any North Carolina family of an adopted child whether they adopted through the child welfare system or not. Services have included but are not limited to case management, therapy, crisis intervention, respite, and parenting education/support. At the end of June 2017, 2,580 families had received post adoption support services statewide for the current state fiscal year.

#### New Strategies for Improvement

NC DSS has concluded the competitive bidding process for the upcoming three-year grant period (July 1, 2017 to June 30, 2020). Within the request for applications (RFA) for this period there were three significant changes and clarifications to post adoption services that are strategies to improve service provision to families across North Carolina beginning in SFY 2017-18:

1. Respite services are now *mandatory*. Contract agencies must budget for and offer various types of respite for families in times of crisis. Agencies must demonstrate their ability to provide respite services (crisis and planned services) to the families they serve. Respite clearly supports one of the Protective Factors (Concrete Support in Time of Need) agencies are required to have in their project model. It is also a crucial tool in helping families maintain their family unit following an adoption.
2. Services provided to families regardless of type of adoption: While post adoption services have always been available to any adoptive family, regardless of adoption type, this information was not always widely marketed or advertised. Historically, the largest number of families served were those who had adopted through foster care. NC DSS remains committed to ensuring all families regardless of adoption type (i.e., foster

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care, relative, international, stepparent, independent, adult) can benefit from access to concrete post adoption services. Contracted agencies are required provide targeted outreach to and serve all families, regardless of adoption type.

3. Unlawful Transfer of Custody of a Minor. In July 2016, North Carolina enacted G.S. 2016-115 (HB 424). This law directs NC DHHS to develop a program to provide needed supports and services to families at risk of adoption dissolution to prevent potential illegal custody transfers and support families and children who have experienced an illegal custody transfer. National data indicate that children adopted from another country are at highest risk of experiencing illegal custody transfers. Post adoption support agencies are now required to specifically target families at high risk for dissolution and illegal custody transfer and provide supports and services to keep families together and prevent illegal custody transfers. In the coming year, contract agencies will be developing that targeted outreach and solidifying the supports and services needed to serve these families.

### Methods to Measure Progress

For 2017-18, post adoption services contracts, outputs, outcomes, and quality measures will all be reported by region, even when an agency manages multiple regions to improve data quality for performance in each individual region. Additionally, all contract agencies are measuring the same three outcome measures beginning in SFY 2018-19; this will create consistency in data and the ability to compare performance among regions and providers.

Providers who do not meet their target outcome measures and address the strategies for improvement to the program will receive consultation from NC DSS to discuss any challenges or barriers that prevented them from achieving their goals. If providers continually fail to meet their outcome measures, a corrective action plan will be implemented.

In SFY 2017-18, NC DSS will develop customer satisfaction surveys to distribute to county DSS agencies. The focus of the survey will be to obtain performance-related feedback from agencies who refer families for post adoption services or partner with the providers. Data gathered from the surveys will be used to verify information reported by the provider in their quarterly performance status reports and monitoring visits. Additionally, survey results will factor in to provider scores during future RFA processes if the provider seeks a contract award to serve the same region.

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4. Update on Service Description (continued)	PI	CB Comment on APSR NC Submitted in June 2017
<p><i>Services for Children Under the Age of Five</i>  Describe the activities the state has undertaken since the submission of the 2017 APSR to reduce the length of time that young children under age five are in foster care without a permanent family. Describe the activities undertaken to provide developmentally appropriate services to this population. Provide the results of the activities and any updates to the state's plan. (Note: CB understands this requirement to apply to <u>all children under age 5 in foster care</u> regardless of the child's permanency plan, legal status or placement status.)</p>	P. 10	<p><i>Page of NC's APSR: page 27</i>  Need additional information relating to step(s) the state has undertaken to reduce the length of time that young children under age five are in foster care without a permanent family.</p>

### NC Response

North Carolina's 2018 APSR submission describes comprehensive services available to meet the medical, developmental, and behavioral healthcare needs of children ages 0-5. Having a comprehensive services array provides the auxiliary supports for reduction in the length of time these children remain in care.

Of North Carolina children in DSS custody, those ages 0-5 are most likely to be placed in the least restrictive, most family-like settings. If reunification is not the permanent plan, children ages 0-5 are more likely than other children to already be placed with a family willing to consider adoption or guardianship. Data indicate relatives or family foster homes are consistently available for this population when the child's permanent plan is adoption.

Through the county-specific DRR plans that will be implemented in 2018-19, county DSS agencies will use foster care data to identify the populations of children for which they lack a sufficient number of placement providers. Based on this information, counties will develop resource parent recruitment strategies to meet these needs. Counties that identify a shortage of placement providers for children ages 0-5 will develop specific strategies to address this need.

Moving forward, North Carolina will focus on the development of concrete strategies to move children ages 0-5 to permanency in a timelier manner. Priorities will be: (1) providing technical assistance for county DRR plans, specifically recruiting homes to meet the needs of the 0-5 population; (2) an emphasis within policy on quality parent child visitation for children ages 0-5, which research suggests is correlated with timely and successful reunification; and (3) evaluating opportunities to strengthen shared parenting policy for children ages 0-5. Separate from these priorities, North Carolina will reach out to other jurisdictions to research and pursue implementation of additional promising practices around improving timeliness to permanency for this age group.

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6. Consultation and Coordination Between States and Tribes	PI	CB Comment on APSR NC Submitted in June 2017
<p>Describe how the state monitors its compliance with ICWA. Citing available data and the sources of that data, including input obtained through tribal consultation, assess the state's level of compliance with the ICWA. If data are not available, provide other information to support the assessment of the state's level of compliance with ICWA and describe how the state intends to obtain any relevant data that may be needed to assess compliance. Components of ICWA that states must address in consultation with tribes include, but are not limited to:</p> <ul style="list-style-type: none"> <li>o Notification of Indian parents and tribes of state proceedings involving Indian children and their right to intervene;</li> <li>o Placement preferences of Indian children in foster care, pre-adoptive, and adoptive homes;</li> <li>o Active efforts to prevent the breakup of the Indian family when parties seek to place a child in foster care or for adoption; and</li> <li>o Tribal right to intervene in state proceedings, or transfer proceedings to the jurisdiction of the tribe.</li> </ul>	P. 13	<p><i>Page of NC's APSR: page 40</i></p> <p>Need additional information on the highlighted portion.</p>

### NC Response

In an effort to learn about effective and promising strategies for implementing ICWA and meeting the placement needs of Indian children, North Carolina in SFY 2017-18 is seeking information about other states who have successful working relationship with tribes. NC DSS is using information from the National Indian Child Welfare Association as it conducts this research.

North Carolina policy clearly outlines the provisions of ICWA, including the right of tribes with a tribal court to assume jurisdiction of a child that is a verified member of their tribe. This right is explicitly described in North Carolina child welfare policy (see Chapter X, page 8, Section IV, "The Life and Times of a Juvenile Court Case"). For more on ICWA policy, see the next section of this addendum.

Through its Program Monitoring Team, NC DSS continues to verify that local county DSS agencies are asking families about Native American heritage and verifying that the appropriate tribal groups are notified. Data on this can be found in North Carolina's 2018 APSR.

North Carolina anticipates the implementation of its statewide DRR plan will enhance its capacity to meet the placement preferences of Indian children in foster care and in pre-adoptive and adoptive homes. As described in the 2018 APSR and elsewhere in this addendum, the DRR plan calls for counties to compile data on the racial and ethnic makeup of the children in their custody. Counties are to use this data to develop a plan for the recruitment of resource families from all racial and ethnic groups within their county to ensure when a child comes into custody, the agency is able to meet the ethnic and cultural needs of the child. The DRR plan also directs counties to share with NC DSS data on the children in their care and on available placement providers. This information will enable NC DSS to monitor county performance and provide assistance if needed. If the county has consistent difficulty maintaining a proper balance between the placement needs of children and its pool of placement providers, NC DSS will offer technical assistance. All counties will have DRR plans by July 1, 2018. County-specific DRR plans will be comprehensive and include the Multi-Ethnic Placement Act (MEPA) requirements.

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6. Consultation and Coordination Between States and Tribes (continued)	PI	CB Comment on APSR NC Submitted in June 2017
Provide an update to the specific steps outlined in the 2015-2019 CFSP and subsequent APSRs to improve or maintain compliance with ICWA that includes tribal input. Describe the activities completed and accomplishments achieved since submission of the 2017 APSR. Provide an update on any planned changes to laws, policies, procedures, communications strategies, trainings or other activities to improve compliance with ICWA that the state has developed in partnership with tribes.	P. 13	<p><i>Page of NC's APSR: section in question begins page 37</i></p> <p>Please address. Need additional information relating to the requirement in the left column.</p>

### NC Response

North Carolina's PIP workgroup focused on policy and practice is currently redesigning the state's child welfare policy manual. In this redesigned manual, which will be made available statewide in 2018-19, ICWA will have its own section. Within other areas of the revised manual, the requirement to follow ICWA will be clearly stated and include a link to the manual's ICWA section for more information.

Preliminary plans for the Annual Indian Child Welfare Gathering (set for April 2018) include a "refresher" for local county DSS agencies and other providers on the provisions and requirements of ICWA. The Gathering will offer presentations and workshops targeting social workers, law enforcement personnel, school personnel, and other service providers. All Gathering presentations are to be recorded electronically so they will be available to those unable to attend. As the Gathering approaches, NC DSS Director Wayne Black will issue a Dear County Director Letter emphasizing the importance of ICWA and collaboration with tribes and instructing counties to participate in this ICWA training either in person at the Gathering or the recordings of the Gathering's ICWA sessions.

7. Monthly Caseworker Visit Formula Grant	PI	CB Comment on APSR NC Submitted in June 2017
The state must describe the continued action steps to ensure that statutory performance standards are met. If the state has missed previous performance standards, describe the reasons the state's performance has fallen short and the steps the agency will take to ensure compliance.	P. 14	<p><i>Page of NC's APSR: page 41</i></p> <p>Need more information.</p>

### NC Response

Please refer to North Carolina's 2018 APSR submission, which provides all information asked for in the APSR Program Instruction from the CB (ACYF-CB-PI-17-05).



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10. Quality Assurance System	PI	CB Comment on APSR NC Submitted in June 2017
<p>In the 2018 APSR, assess the state's current QA/CQI system. Describe any specific practices or system improvements the state has made based on QA/CQI:</p> <ul style="list-style-type: none"> <li>• Include any training or technical assistance the state anticipates needing from CB resources or other partners;</li> <li>• Provide an update on QA/CQI results and data that have been used to update goals, objectives, and interventions or use of funds in the 2018 APSR;</li> <li>• For states that will undergo a CFSR in FYs 2017 – 2018, describe the state's current case review instrument and whether the state is using or plans to begin using the federal Onsite Review Instrument (OSRI) as part of the state's ongoing QA/CQI process.</li> <li>• For all states, describe how many and the type of cases that are reviewed annually as part of the state's ongoing case review process and any plans to increase or decrease the number of cases reviewed.</li> </ul>	P. 15-16	<p><i>Page of NC's APSR: page 43</i></p> <p>Need more information relating to the state CQI work?</p>

### NC Response

*In its feedback on North Carolina's 2018 APSR, the CB asked for more detail about North Carolina's child welfare-related QA/CQI efforts. In response, North Carolina submits the following.*

### CQI in North Carolina

While developing and executing the PIP created in response to the Round 3 CFSR has been the focus of strategic planning over the past year, North Carolina continues to take steps to build a comprehensive continuous quality improvement (CQI) system throughout the state.

### *CQI Team*

In March 2017, North Carolina's CQI manager began leading a team of four data analysts. The fifth data analyst began in July 2017. Prior to the establishment of the CQI team, North Carolina had no staff dedicated to data and evaluation. In short, the NC DSS did not have the analytic capacity to meet the demands required to support a comprehensive child welfare CQI system. The ultimate goal continues to be to create a statewide CQI system that encourages continuous evaluation and improvement. However, North Carolina recognizes that the necessary first step is to cultivate a continuous improvement environment within the Child Welfare Services Section at NC DSS. To create such an environment, the CQI team is engaging in the following activities:

1. **Understanding the data.** Prior to the CQI team, no one person or team within the section had both a comprehensive understanding of the primary sources of data (e.g., OSRI, administrative data) and resources and time to process, analyze, and communicate the data in a way that would inform and improve practice. Now the CQI team is able to reply to ad hoc requests for data and communicate statewide child welfare system performance. The phased roll-out of NC FAST will occupy a significant amount of the CQI team's resources in the coming 18 months; the team will provide guidance on entry requirements while continuing to query data in a way that accounts for the phased implementation of NC FAST across 100 counties.

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2. **Using CQI methodology to support NC DSS child welfare teams.** As CQI data analysts are assigned to projects, they first work with NC DSS teams to identify and understand the problem that demands a solution. Once the problem is defined and the underlying conditions understood, the analysts work with the team members to identify and implement solutions. The team then creates an evaluation plan, while providing ongoing support during implementation. Together the analysts and NC DSS team members work together to adapt solutions as the need for change is identified.
3. **Building capacity within the NC DSS Child Welfare Section for using data for continuous improvement.** The CQI team has taken on the task of demystifying data and building the capacity for better analysis and interpretation by section staff. By helping NC DSS staff access data that summarizes the functions they are responsible for, the CQI team enables team managers and line staff to track and report on their own performance. The CQI team is building the capacity of all staff and teams to work with their data to improve the support they provide to the counties.
4. **Data quality technical assistance to counties.** As the CQI team has gained a better understanding of the data the state has to work with, it is now in a position to work directly with county-level analysts to improve the state's data collection, reporting, and cleaning processes. For example, in September 2017, the state issued a Dear County Director Letter instructing counties to close out historical foster care cases that remained open in the state's data warehouse. The CQI team served as points of contact and helped the counties clean the data and report barriers. The lines of communication have been opened between the CQI team and the counties, and with the adoption of a statewide information, the state is finally in a position to provide more timely feedback about entry. This was the first initiative of many to come to shore up the integrity of the state's data and provide the data-related technical assistance the counties need to become data-driven.

While the CQI team is currently working on dozens of projects of various sizes and responding to daily requests for data, we would like to highlight two that speak to the role of data, evaluation, and continuous improvement happening within the section, the benefits of which will be felt throughout the state.

1. OSRI Quarterly Report. North Carolina has adopted the OSRI as the tool to collect data for its QA system. The CQI team is supporting this process by pulling the case samples on a quarterly basis, creating data visualization, and structuring a quarterly report to communicate findings. The quarterly report was a joint effort between the OSRI and CQI teams, with the CQI team creating and populating the tables and figures and both teams contributing copy. The intended audience for this report is leadership at the state and county level, while section teams will use the findings trends to create educational materials and provide technical assistance that address areas of weakness in practice throughout the state. The CQI team has set up the OSRI team to populate this report on an ongoing basis and will be available to modify the report as analytical needs and preferences change.

2. TA Gateway. The PIP requires North Carolina to create a technical assistance model for supporting county child welfare agencies. As part of this model, the state will begin tracking and evaluating the ad hoc technical assistance for policy and practice questions, referred to as Level 2 and 3 technical assistance. North Carolina is piloting the use of an online help desk (i.e., the TA Gateway, [www.nccwta.org](http://www.nccwta.org)) with 10 counties starting October 1, 2017. The CQI team has taken the lead by developing the business processes, training state staff to

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use the software, adapting and creating user materials, providing technical assistance to state users, and creating and executing an evaluation plan for the pilot.

<i>Section E. Chafee Foster Care Independence Program</i>	PI	CB Comment on APSR NC Submitted in June 2017
Provide information on the planned activities for FY 2018	P. 20	<i>Page of NC's APSR: page 23</i> Need additional information relating to planned activities for FY 2018 relating to Chafee Foster Care Independence Program.

### NC Response

As stated in the 2018 APSR on page 23, during the next 12 months NC DSS plans to engage in the following activities related to the CFCIP:

- Continue administering CFCIP as it did in 2016-17; NC DSS anticipates serving approximately 5,200 youth across North Carolina.
- Use Chafee funding, in combination with other funds, to support leadership training for youth served by the foster care system, as well as adults who interact with them. This programming is provided through SaySo. NC DSS anticipates SaySo programming will reach 380 adults, 669 youth, and provide information to approximately 5,500 individuals via the SaySo website ([www.saysoinc.org](http://www.saysoinc.org)).
- Pathways Project for NC Youth in Transition: Develop and implement a plan to expand the training and use of the “Your Money, Your Goals” toolkit to additional county child welfare and private child-placing agencies with youth in foster care.

In addition, NC DSS will:

- Continue to contract with Youth Villages, Inc. to implement the Foster Care Transitional Living Initiative Fund by providing YVLifeSet services across the state to youth 17-21 years of age transitioning from foster care. Funding for this initiative was renewed by the North Carolina General Assembly in June 2017 (S.L. 2017-57). See page 61 of the 2018 APSR for more information on this initiative.
- Develop and implement new county and state LINKS (CFCIP) annual planning tools to support the delivery of services to eligible youth, provision of needed training for the child welfare workforce and foster parents to support youth transitioning from foster care, and collection and analysis of data to determine program strengths and areas of need.
- Develop and implement, per North Carolina Session Law 2017-41, a two-year pilot program that will reimburse, on a first-come, first-served basis, youth and caregivers’ costs associated with driver license education, driver license fees, insurance costs, and any other costs associated with youth in foster care obtaining a driver license. This pilot project supports the ability of young people in foster care to continue their education, obtain employment, ensure access to health care, and participate in other community-based activities – all goals of the LINKS program and essential to the transition of young people as they leave foster care. While this pilot program is funded with state dollars, NC DSS plans to utilize the existing funding and structure of the CFCIP program to sustain the program beyond the pilot project. While NC DSS currently uses CFCIP dollars to support young people in obtaining their driver licenses, this pilot project will serve to inform and address barriers that remain that prevent young people in foster care from obtaining driver licenses and gaining driving experience. NC DSS will report on the pilot project to the NC General Assembly - Joint Legislative Oversight Committee on Health and Human Services by March 1, 2018.

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<i>National Youth in Transition Database</i>	PI	CB Comment on APSR NC Submitted in June 2017
Describe how the state, since the 2015-2019 CFSP and subsequent APSR submissions, has informed partners, tribes, courts and other stakeholders about NYTD data and involved them in the analysis of the results of the NYTD data collection or NYTD Review. Describe how the state has used these data and any other available data in consultation with youth and other stakeholders to improve service delivery in the last year.	P. 21	<i>Page of NC's APSR: page 64</i> Need additional information relating to the requirement in the left column.

### NC Response

As stated in the 2018 APSR on page 64, since February 2017, NC DSS has done the following to demonstrate and strengthen its ability to inform stakeholders about NYTD data and involve them in NYTD data analyses:

- Participated in the CB’s February 22, 2017 webinar “Introduction to the NYTD Review”;
- Reviewed the NYTD Review Guide; and
- Held a web-based training in June 2017 for county staff and partner agencies that work with youth currently or formerly in foster care, and for other relevant stakeholders on topics such as:
  - NYTD overview and historical context
  - Data snapshots and national NYTD data context
  - Using NYTD data to inform programming
  - Introduction to the NYTD review

NC DSS has also continued to share information with stakeholders on a regular basis through the LINKS email listserv and on monthly web conferences with county LINKS staff, county foster care staff, and partner agencies related to the number of youth eligible to take the NYTD survey, the number of youth who have completed the NYTD survey, and other key information regarding NYTD data collection. For more detail on these efforts, please see page 64 of North Carolina’s 2018 APSR.

As stated in the 2018 APSR on page 65, during the next 12 months NC DSS plans to engage in the following NYTD-related activities:

- Schedule NYTD review with federal partners;
- Provide technical assistance to county DSS agencies to ensure ongoing and accurate collection and reporting of NYTD survey and population-served data; and,
- Begin preparing for NYTD review. (Note: timing of preparation activities will depend on the agreed-upon NYTD review dates/schedule).

In addition, over the next 12 months, NC DSS will engage in the following NYTD-related activities:

- Develop and implement a process to analyze, at regular intervals, the NYTD data collected by the state; and
- Explore the use of social media or other technology tools to disseminate information to youth and partner organizations on the collection and analysis of NYTD data.

## North Carolina: Addendum to 2018 APSR

<i>National Youth in Transition Database</i>	PI	CB Comment on APSR NC Submitted in June 2017
Provide information on how the state has improved NYTD data collection, based on the plan outlined in the 2015-2019 CFSP and subsequent APSR submissions or NYTD Review.	P. 21	<i>Page of NC's APSR: page 64</i> Need additional information relating to the requirement in the left column

### NC Response

As stated in the 2018 APSR on page 64, since the 2015-2019 CFSP and subsequent APSR submissions, NC DSS has engaged in the following NYTD-related activities:

- Provided regular updates regarding NYTD data collection on monthly calls with county foster care and LINKS staff and community stakeholders. Updates have addressed various data points, including:
  - Number of survey-eligible youth per county and statewide
  - Number of youth who have completed the survey per county and statewide
  - Percentage of eligible youth who have completed the survey per county and statewide, and
- Regularly disseminated updates on NYTD data collection to counties through the LINKS email listserv.
- Successfully submitted NYTD 2016A and NYTD 2016B reporting and met the required response rate, ensuring the state was compliant with the NYTD data submission requirements and would not incur a penalty.

Since the 2018 APSR submission, NC DSS has participated in a call with ACF to discuss strategies for the improvement of NYTD data collection and engagement of stakeholders into the future. This call occurred on August 28, 2017.

In the next 12 months, NC DSS will explore and implement the following data collection strategies discussed with ACF:

- Review other states' processes for the collection of NYTD data and implement relevant strategies in North Carolina.
- Request an enhancement to the NCFAST system to collect email addresses and phone numbers of youth as they exit foster care.
- Develop and disseminate to county child welfare staff written materials (e.g., policies and procedures) detailing the NYTD data collection process and requirements.
- Develop and implement a specific, process-oriented system approach to the collection of NYTD surveys that includes written procedures for how lists of NYTD-eligible youth are generated and disseminated to county staff, and how surveys are collected.

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<i>Collaboration with Youth and Other Programs</i>	PI	CB Comment on APSR NC Submitted in June 2017
Report activities performed since the 2017 APSR submission and planned for FY 2018 to coordinate services with “other federal and state programs for youth (especially transitional living programs funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974,) abstinence programs, local housing programs, programs for disabled youth (especially sheltered workshops), and school-to-work programs offered by high schools or local workforce agencies.”	P. 21	<i>Page of NC’s APSR: page 65</i> Need additional information relating to the requirement in the left column

### NC Response

As stated in the 2018 APSR on page 65-66, during the next 12 months NC DSS plans to engage in the following activities related to collaboration with youth and other programs:

- Work closely with ILR and SaySo to engage young people currently or formerly in foster care to participate in the NYTD review process as part of North Carolina’s NYTD review team.
- Continue ongoing delivery of training and coordination of the U.S. Consumer Financial Protection Bureau’s “Your Money, Your Goals” toolkit with social workers, foster parents, and foster youth across the state.
- Continue participation in quarterly meetings with NC DSS’s Work First program and other economic services units within NC DSS, as well as with North Carolina’s Division of Workforce Solutions, to share information and strengthen inter- and intra-agency collaboration around services to young people currently or formerly in foster care.
- Continue participation in meetings and activities of the Advisory to Education and Employment Opportunities for Students with Disabilities (S.L. 2015-241), which is charged with: assessing gaps and system needs to support transitions of people with disabilities to adulthood; developing program and fiscal policies to expand and sustain postsecondary education and employment opportunities for people with disabilities; planning and implementing approaches to public awareness about postsecondary education and employment for people with disabilities; planning and implementing joint policies and common data indicators for tracking the outcomes of people with disabilities after leaving high school; and considering options for technology to link agency databases. Other agencies, organizations, and individuals that participate in this collaboration include the Division of Mental Health, Developmental Disabilities, and Substance Abuse Services; the Division of Vocational Rehabilitation; the Department of Public Instruction; the University of North Carolina; the North Carolina Community College System; the North Carolina Postsecondary Education Alliance; community stakeholders; and other interested parties.
- Continue participation in Project NO REST. Efforts will include: (1) involvement in activities to promote a safe transition to independence by reducing the risk that youth and young adults in the child welfare system will be victims of human trafficking and (2) strongly linking the work and goals of Project NO REST to the work of the LINKS program. For more on Project NO REST, please see North Carolina’s 2018 APSR, especially the section beginning on page 52.

In addition, in the coming year NC DSS will engage in the following activities related to collaboration with youth and other programs:

- Provide opportunities for SHIFT-NC (Sexual Health Initiatives for Teens), a statewide non-profit organization, SaySo, and county child welfare agencies to discuss their current and upcoming partnerships relating to adolescent and young adult sexual health and use of the

## North Carolina: Addendum to 2018 APSR

“Making Proud Choices Curriculum” through monthly LINKS web conferences, dissemination of information on the LINKS email listserv, and other communication methods with county leadership and staff.

- Reach out to JJDP-funded transitional living programs throughout the state to develop ways to partner in support of youth who are dually-involved in the child welfare and juvenile justice systems.
- Strengthen partnerships with universities, the NC Division of Vocational Rehabilitation, and others.
  - In the 2015-2019 CFSP, NC described a partnership with Johnson C. Smith University to support youth considering post-secondary education options and easing the transition for youth leaving foster care. This program is called “Phasing Up to New Possibilities” and is designed to support youth aging out of foster care and improve outcomes for this population. Since the 2018 APSR submission, Johnson C. Smith University has developed a partnership with Elon Homes and Schools for Children’s Foster Care Village. The Foster Care Village is a transitional residential foster care program for young men participating in the Foster Care 18 to 21 program. Residents of the Foster Care Village can attend college courses, vocational classes, and apprenticeship opportunities through Johnson C. Smith University and receive continued support, encouragement, guidance, financial assistance, and security through the Phasing Up program at the University. NC DSS continues to support this partnership and is encouraging other agencies around the state to develop a similar model.
  - In addition, NC DSS and Johnson C. Smith University are partnering to bring state and local agencies, including Vocational Rehabilitation and Workforce Development, as well as private child-placing agencies, residential facilities, and education communities together to begin a dialogue around improving outcomes for youth aging out of foster care in North Carolina. The goal is to develop a stronger collaboration between all agencies to meet the complex needs of this population. This collaboration is scheduled to begin in September 2017, with quarterly meetings occurring throughout 2018.

<i>Collaboration with Youth and Other Programs</i>	PI	CB Comment on APSR NC Submitted in June 2017
Report activities performed since the 2017 APSR submission and planned for FY 2018 to provide specific training in support of the goals and objectives of the states’ CFCIP and to help foster parents, relative guardians, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living. Please note that such training should be incorporated into the title IV-E/IV-B training plan, but identified as pertaining to CFCIP, with costs allocated appropriately.	Pp. 21- 22	<i>Page of NC’s APSR: page 65</i> Need additional information relating to the requirement in the left column

### NC Response

As stated in the 2018 APSR on page 64, during the next 12 months NC DSS plans to engage in the following activities to help foster parents, relative guardians, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living:

- Continue to contract with Independent Living Resources, Inc. (ILR) to provide transitional living education services to North Carolina’s foster youth, foster parents, and caseworkers. This includes an annual three-day training for foster parents and other placement resources entitled “Helping Youth Reach Self-Sufficiency.” This training covers transition-related topics, including resources available to youth in



## North Carolina: Addendum to 2018 APSR

foster care, how placement resources can support the successful transition of youth, and ways placement resources can inform and support their local foster pare/placement provider groups. This contract is partially funded by Chafee.

As stated in the 2018 APSR, beginning on page 73, during the next 12 months NC DSS plans to continue offering the following training courses (which were first introduced to the curriculum during the preceding 12 months) to help foster parents, relative guardians, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living:

- *Child Development and the Effects of Trauma for Foster Parents* – this is an on-demand online course series targeted toward foster parents, adoptive parents, and kinship caregivers.
- *How Loss Impacts Youth in Foster Care: Our Role in Acknowledging and Processing Ambiguous Loss* – this is an on-demand online course targeted toward foster parents, kinship caregivers, social workers, and community partners.

These courses are not funded through Chafee, but course content supports the development of knowledge and skills among placement providers in support of youth in foster care.

In addition, [www.fosteringnc.org](http://www.fosteringnc.org), a web-resource funded by NC DSS, continues to offer many online, on-demand training and webinar resources for foster parents and placement resources. Of these, the following in particular help resource parents understand and address the issues confronting adolescents:

- On-Demand Courses:
  - On Their Way - teaches caregivers to use daily activities and real world experiences to motivate youth and increase the skills youth need to live independently
  - Transitioning Youth to Adult Medical Care – offers tips for preparing youth to manage their medical, dental, and behavioral health and describes how pediatric medical homes can help youth fund and transition to an adult medical home
  - Learning to Support, Include, and Empower LGBTQ Youth in Substitute Care – this short course will help resource parents provide support and affirmation to youth in foster care when it comes to their sexual orientation, gender identity, and gender expression
- Recorded Webinars:
  - Creating “Normalcy” for Young People in Foster Care
  - ADHD: Medication and Treatment Considerations
  - Engaging Families Affected by Domestic Violence

Also, see “Appendix J: Changes to North Carolina’s Training Plan” from North Carolina’s 2018 APSR (specifically pages 4 and 5) for additional details about training changes in North Carolina that have occurred since July 1, 2016. This appendix also describes trainings that have been offered in partnership with ILR, SaySo, and others to support young people transitioning from foster care and to train foster parents in transition and independent living issues.



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<b>Section G. Statistical and Supporting Information</b>	<b>PI</b>	<b>CB Comment on APSR NC Submitted in June 2017</b>
<p><u>Sources of Data on Child Maltreatment Deaths:</u></p> <ul style="list-style-type: none"> <li>• Describe all sources of information relating to child maltreatment fatalities that the state agency currently uses to report data to NCANDS;</li> <li>• If the state does not use information from the state’s vital statistics department, child death review teams, law enforcement agencies and medical examiners’ offices when reporting child maltreatment fatality data to NCANDS, explain why any of these sources are excluded; and</li> <li>• If not currently using all sources of child maltreatment fatality data listed in the previous bullet, describe the steps the agency has taken and will take to expand the sources of information used to compile this information. (See section 422(b)(19) of the Social Security Act.)</li> </ul>	P. 26	<p><i>Page of NC’s APSR: page 90</i></p> <p>Need additional information regarding the highlighted section.</p>

### NC Response

In the next 12 months, North Carolina will match data from the state Vital Records Office for all children 20 years or younger with county child welfare agency data to ensure all fatalities that had CPS involvement within a year of the fatality have been identified. When the provision of involuntary child welfare services or temporary substitute care has occurred and a child dies, NC DSS staff will conduct an initial record review within seven business days of the fatality. Intensive reviews will occur when the child or family have had contact with the county child welfare agency within 12 months prior to the death and there is suspicion that maltreatment contributed to the fatality. The child fatality review team will use data from medical examiners’ offices and law enforcement agencies when determining whether to do an intensive review. North Carolina will match data from its child fatality intake forms with information from the state Vital Records Office, as well as the initial and intensive child fatality reviews to report maltreatment fatalities to NCANDS. NC DSS has revised the State Child Fatality Review Protocol to incorporate all of the information listed above. NC DHHS is currently reviewing the revised protocol for approval. NC DSS is scheduled to present the revised protocol at an upcoming Children’s Services Committee meeting of the North Carolina Association of County Directors of Social Services. The expected effective date of the protocol is January 1, 2018.

<b>Section H. Financial Information</b>	<b>PI</b>	<b>CB Comment on APSR NC Submitted in June 2017</b>
<p><b>For FY 2018:</b> For each service category with a percentage of funds that does not approximate 20 percent of the grant total, the state must provide in the narrative portion of the APSR a rationale for the disproportion. The amount allocated to each of the service categories should only include funds for service delivery. States should report separately the amount to be allocated to planning and service coordination. States must provide the estimated expenditures for the described services on the CFS-101, Parts I and II.</p>	Pp. 27-28	<p><i>Page of NC’s APSR: page 20</i></p> <p>Need additional information (or steps to be undertaking) relating to how the state would increase Time-Limited Family Reunification percentage of funds (that does not approximate 20%), during the upcoming FFY 2018.</p>

### NC Response

North Carolina will adjust our planned obligations for SFY 2018 to meet compliance with Title IV-B, Subpart 2. North Carolina anticipates spending 31% on community-based family support services, 20% on family preservation services, 20% on time-limited reunification services, and 22% on adoption promotion and support services. Each of the four service categories will be budgeted at 20% or higher. The CFS-101 has been revised to reflect the above Title IV B percentages.

## **North Carolina: Addendum to 2018 APSR**

In the past, even when NC DSS had allocated and encumbered a minimum of 20% Title IV-B, Subpart 2 funds to local community-based agencies and county DSS agencies to provide the four service categories, the subcontractors did not necessarily spend all the allocated funding. This underspending altered the service category percentages and sometimes resulted in NC DSS not spending the minimum 20% required in a service category. In FFY 2018, NC DSS will track subcontractor spending for each service category monthly to determine appropriate spend-out. If subcontractors are not spending at an appropriate rate, NC DSS will contact them for an explanation. NC DSS may conduct additional monitoring for compliance as needed. Finally, NC DSS will explore reallocating funding authorizations and amending contracts so that agencies, counties, or regions with greater need, service provision, or spending receive more funding, while those with less need, service provision, or spending receive less funding. Although NC DSS will follow the same process for all four service categories, we will particularly monitor family preservation services and time-limited reunification services because they are budgeted at exactly 20%.

APPENDIX

**North Carolina: Child and Family Services Review (CFSR)  
Program Improvement Plan (PIP)**

*Potential Implementation Supports Needed*

*Note: These implementation supports needs are based on conversations within the implementation workgroups in the context of day-to-day work functions and not based on a set of structured organizational readiness and capacity assessment results. See APSR response narrative for the need for large-scale readiness assessments to inform needed implementation supports.*

<b>Potential Implementation Supports</b>	
<b>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.</b>	
<p>1. Strengthen and clarify North Carolina’s child welfare policies and practices [based on support received from the Capacity Building Center] (Items 1-18, 20)</p>	<p>As NC DSS implements and maintains clarity in the policy manual (to include the use of consistent conventions and terminology), and to ensure effective state/county communication, editing and web administration resources should be designated for child welfare. One position with both skill sets could meet this need.</p> <p>To maintain a manual with timely updates, such as quarterly reviews of the existing manual and ongoing reviews of federal and state statute, and to provide technical assistance for TA Gateway, NC DSS has identified a need for 2 policy consultant positions.</p> <p>The state should consider an assessment of technology that is used and supported. Right now, NC relies on staff to complete extra or repetitive steps that could be prevented with updated technology. The state should also review its primary and supporting processes to decrease the length of time it takes to implement or modify new forms and policies.</p> <p>Due to the complexity of child welfare cases, to include, the increased requirements for contacts, assessment of needs, and amount of supervision (increased individual case staffings with workers), there is a need to reassess child welfare caseload standards. The increased workload may mean reduced caseloads, which requires additional staff, and supervisors across child welfare.</p> <p>NC DSS policy consultants would benefit from training in effective technical and business writing and how to effectively use data to make decisions regarding how policies are written.</p> <p>Counties require training on the new policy format and technical assistance to understand the changes in policy that address gaps determined to be relevant to safety, permanence, and well-being.</p>
<p>2. Enhance the training system to support the consistent application of the revised policies and practices [based on technical assistance received from the Capacity Building Center in consultation with National Child Welfare Workforce Institute]</p>	<p>The Training Systems strategies require staff with curriculum development experience in addition to knowledge about critical competencies needed to produce effective child welfare practice. To provide a comprehensive and thorough review and modification of the five curricula (I am including pre-service even though it is not indicated in the PIP) identified to meet the goal 1, two additional curriculum developers are needed. To ensure that the training goals are met, a methodology to evaluate the curricula effectiveness will need to be incorporated. This will require SME’s to develop evaluation</p>

**Potential Implementation Supports**

<p>(Initial and Ongoing Training: Items 26 and 27)</p>	<p>tools i.e., pre/posttest, transfer of learning evaluations. It is my guess that 2 Trainer Evaluators are needed.</p> <p>County supervisors are needed to support the implementation of individualized transfer of learning goals and action plans identified during these training events. Field supervision and coaching regarding application of skills and practice guidance is needed to assure training goals are met. For those counties that have their own training staff, NC DSS would request they participate in county co-facilitation train-the-trainer program to expand DSS current capacity to deliver the 5 revised curricula. DSS estimates 1 additional trainer per county to assist with preparing county trainers to deliver the training, initially co-facilitate the training and monitor for curriculum fidelity. These additional trainers can also monitor the application of the transfer of learning process.</p> <p>Current Staff Development staff will not need training to deliver the revised curricula, but will need time away from the classroom to participate in sessions to review updates. The additional curriculum developers can be used to monitor staff development trainers’ delivery of the revised curricula to assure fidelity. County supervisors will need training on how to assist their staff with transfer of learning. To do so, they will need training on how to translate policy into practice for the selected revised training curricula.</p> <p>For those counties who have their own training staff, DSS can collaborate with those trainers to prepare their supervisors to assist with the transfer of learning process. This training will be ongoing for all county workers and supervisors.</p> <p>DSS staff will need to be available to provide onsite technical assistance to monitor counties’ application of the training received and provide feedback if it cannot be done internal to the county.</p>
<p>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 (Initial and Ongoing Training: Items 26 and 27)</p>	<p>Given, there are 575 budget FTE county child welfare supervisors statewide, DSS will need to initially offer approximately 28 supervisor academy courses in an eight-month span. These courses (3) consist of 10 classroom training days and 2 webinars. Trainers with a functional knowledge of the core supervisory competencies, know what policy looks like in practice and understand data as it relates to program improvement and successful outcomes is needed to effectively deliver this training. Twenty (20) will be needed to meet this need. To ensure that training goals are met, a methodology to evaluate the curricula effectiveness will need to be incorporated. This will require an SME to develop evaluation tools i.e., pre/posttest, transfer of learning evaluations. Additional registrar support and technical support from ncsWLearn will be needed. The technical support staff require skill in troubleshooting technical issues related to virtual rooms and skills in communicating verbally and in writing with training participants who don’t have the technical knowledge to resolve their difficulties in participating in live sessions and/or accessing the CQI self-paced online modules.</p> <p>A prerequisite for the new supervisor academy courses requires county supervisors to complete DSS Introduction to Supervision course. There is no data available to determine how many of the 575 supervisors have already taken this course. DSS Staff Development lost 1 of the 3 trainers this month and will lose another one April 2018.</p>

**Potential Implementation Supports**

	<p>Current and possible additional staff who have a functional knowledge of the core supervisory competencies must be prepared to deliver this course. NC DSS anticipates needing at least 4 staff with this capacity.</p> <p>DSS staff will need to be available to provide onsite technical assistance to monitor counties' application of the training received and provide feedback if it cannot be done internal to the county.</p>
<p>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 (Safety 1, Safety 2, Permanency 1, Permanency 2, Well-Being 1, Well-Being 2, Well-Being 3)</p>	<p>The workgroup identified the need for a capacity workgroup to discuss the NC DSS' structure and capacity. It will take more NC DSS staff to implement the TA model <i>particularly expanding and utilizing the TA Gateway</i>. The recommendation is for a team dedicated to responding to tickets for the entire state. It is estimated that 3 to 4 responders with a supervisor are needed.</p> <p>NC DSS anticipates needing a couple of specialized teams to provide technical assistance and monitoring for serious concerns and trends in a county or region. These teams could be onsite for an extended period, staffing cases and coaching staff, assisting with leaning the processes, etc. These would ideally be 3-4 on each team and perhaps one is west and one is east, thus 2 teams. Currently, NC DSS staff are identifying issues and developing plans which is different than implementing and sustaining the work done well.</p> <p>Required in service for Section staff with policy/practice changes should be a requirement. LEAN training would be beneficial to those providing TA as well as implementation and sustainability training.</p> <p>Regular consultation and coaching through critical thinking issues should be sufficient if the staff are skilled in LEAN, implementation, and sustainability in their work.</p>
<p>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 [based on support received from FRIENDS: Family Resource Information, Education and Network Development Services - the National Center for Community Based Child Abuse Prevention, and the Capacity Building Center for States] (Permanency 2)</p>	<p>NC DSS is currently contracting for support for this activity. NC DSS has determined that additional resources will be required to fully engage and sustain the Family Advisory Council on an ongoing basis. An additional \$175,500 will need to be identified to fund the current design.</p> <p>To expand the model to the county level, additional staff will be required to support that level of implementation. It is estimated that a minimum of two (2) to four (4) new FTEs to provide the level of training technical assistance needed for this type of parent involvement on a local level.</p> <p>As part of the development of the Family Advisory Council, a series of training is being developed to provide the family members the needed information, skills and competencies to be successful. Anticipated topics include but are not limited to Family Leadership 101; DSS 101; Family Leadership 201; DSS 201; Strategic Sharing and Self-Care; Social Styles and Collaboration; Child and Family Teams, DSS Court 101; CCPT Roles and Responsibilities; Trauma-Information Key Concepts; Protective Factors and Resiliency; Child Welfare Prevention Programming; and Foster Parent Roles, Responsibilities and Shared Parenting.</p> <p>Embracing family voice into programming and decision making is a systemic culture shift that will require ongoing coaching of all staff within child welfare services (at the</p>

Potential Implementation Supports	
	state and local level). We anticipate coaching staff through reinforcement of principles of partnership and ensuring that family voice is a key consideration during the practice model selection.
<b>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 (Quality Assurance)</b>	
	<p>The initial focus to date has been on improving communication strategies <i>around</i> Quality Assurance practices.</p> <p>Staffing was not identified as a specific issue for the next year by the workgroup, which was comprised of both State and County members, including two Agency Directors. Built into the communication plan regarding Quality Assurance was that Agencies would be more diligent in communicating with existing staff regarding Quality Assurance.</p> <p>The workgroup reviewed and edited curricula for On Demand Course that was developed for County and State Personnel to develop understanding of the Onsite Review Instrument (OSRI) and the implementation of the Quality Assurance Case Review Process. The Workgroup also developed a report schedule (twice a year in 2018 and 2019) that is provided in the form of a Dear County Director Letter to Agencies to provide data about the OSRI results, the On Demand Course utilization, and satisfaction survey that might highlight to County Agencies what training curricula might be required in the future.</p> <p>The group has been focused on fostering communication about Quality Assurance practices and information about accountability of Quality Assurance practices such as conducting the OSRI Review. It is anticipated with North Carolina Child Welfare Reform that will be occurring within the next year, that coaching supports will be needed around development of Quality Assurance practice. These supports would include provision of training opportunities centered on implementation of Quality Assurance practice within the Agency, including how to develop sampling frames; how to train consistent case reviewer/quality assurance staff; how to conduct case review internally; what to do with the data produced from case review activities. Supports would also include Development of relationships so that issues or concerns can be identified much more quickly and communication so that support can be provided and modeled.</p>
1. Operationalize the state level quality assurance system so that areas of child welfare practice needing improvement are consistently identified and addressed	Exploration required to assess implementation supports needed.
2. Develop the protocol and processes by which quality assurance results will be analyzed and program improvement will be implemented and evaluated statewide	More exploration required to assess implementation supports needed.

Potential Implementation Supports

Goal 3: Improve the permanency outcomes for children through collaboration with the judicial system (Permanency 1, Case Review System)

	<p>NC DSS will engage with the Center of States to involve The Center for Courts in capacity building around this goal.</p> <p>Meeting facilitation skills are important up front especially, but knowledge of courts is critical.</p> <p>Sustainability of efforts and momentum with this kind of collaboration will be critical. If we stay focused on having them report on outcomes, and have a couple of staff dedicated to monitoring it and growing their skills in this arena, I believe state staff will benefit from some coaching training but that would be drop in the bucket compared to dedicating bodies to the effort.</p>
<p>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 (Items 4, 5, 6, 20, 23 and 24)</p>	<p>There is an expectation that NC DSS in partnership with IDS, GAL, and CIP(AOC) will “provide technical assistance to improve permanency outcomes to counties and judicial districts not meeting performance standards”.</p> <p>NC DSS should have capacity to conducting a phased roll out for 3-4 counties or Judicial districts with current staff; it is anticipated that implementing in 50-80 jurisdictions will require a team of 3-4 dedicated FTE to provide support to this strategy.</p> <p>This work will require:</p> <ul style="list-style-type: none"> <li>a. Initiating local meetings for jurisdictions (courts, DSS, other stakeholders)</li> <li>b. Ongoing Consultation and technical assistance with jurisdictions struggling with permanency outcomes</li> <li>c. Customized training for as needed for struggling counties’</li> <li>d. Evaluate the effectiveness of TA and</li> </ul>
<p>2. NC DSS, Indigent Defense Services, Guardian ad Litem and the Court Improvement Program will provide targeted engagement to county department 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 (Items 4, 5, 6, 20, 23 and 24)</p>	<p>See above.</p>
<p>3. Implement a Guardianship Assistance Program for all counties in North Carolina, pending approval by the rules process, to support permanency</p>	<p>Implementations support needs are centered primarily around county needs. Counties need increased capacity to license relatives and fictive kin in a timely manner to meet the requirements for six months’ consecutive placement in the licensed home in a timely manner.</p>

Potential Implementation Supports	
<p>and stability in children’s living situations (Items 4, 5 and 6)</p>	<p>Increased training focus on concurrent planning to include guardianship, particularly when assistance may be available, is also needed since failure to concurrently plan and pursue licensure for relatives can have a significant impact on timely permanence.</p> <p>All counties could benefit from continued coaching on the benefits and need for licensing relatives in conjunction with the Federal requirement to offer licensure.</p>
<p><b>Goal 4: Strengthen cross-system service provision to improve safety, permanency and well-being outcomes for children and families (Service Array, Foster and Adoptive Parent Licensing, Recruitment and Retention, Agency Responsiveness to the Community)</b></p>	
<p>1. Establish agreements between county departments of social services (DSSs) and Local Managing Entities/Managed Care Organizations (LME/MCOs) 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 (Items 29 and 30)</p>	<p>NC DSS has partnered with the North Carolina Institute of Medicine (NCIOM) to begin the collaboration discussion process. NC DSS anticipates that the Child Welfare Trauma and Behavioral Health Coordinator at NC DSS will collaborate with the Child Mental Health Team Lead at DMH/DD/SAS and the Children and Adolescent Services Coordinator at DMA to support efforts between of the local counties and their LME/MCO.</p> <p>Additional exploration is needed to determine if additional Child Welfare Trauma and Behavioral Health Coordinators will be needed to adequately ensure Well-Being 3 (Items 17 &amp; 18) of the CFSR. Additional exploration is needed to determine how Medicaid Transformation will impact this work.</p>
<p>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 (Item 35)</p>	<p>NC DSS anticipates that a Coordinator responsible for Diligent Recruitment and Retention is needed to ensure effective implementation and sustainability. Currently, this works is assigned to the adoption services team and manager to coordinate all the activities in addition to the management of the adoption services programs and the adoption exchange program. This individual could work to tie together DRR, MAPP training, and the licensing process. Examples of concrete responsibilities: DRR technical assistance, review and approval of annual DRR Plan at state and county levels, focus on implementation of statewide DRR Plan activities, manage any contracts specific to DRR such as the foster/adoptive parent association contract, serve on Fostering Perspectives Committee, manage content of the state’s DRR website, and organize and develop regional and state level recruitment campaigns.</p> <p>The current licensing training is more around the licensing process itself than getting people in the door. There isn’t a strong focus on diligent recruitment and retention, especially the three different kinds of recruitment, general, targeted, and child specific. There is a need to develop a 200 level series course that focuses on Diligent Recruitment and Retention at the county level. There is also a need to imbed diligent recruitment and retention into all aspects of child welfare, as all staff interact with prospective and current foster/adoptive parents and affect DRR daily. State level staff need similar training to connect diligent recruitment and retention to all aspects of child welfare.</p> <p>Coaching around the use of data to make data driven diligent recruitment decisions.</p>



**Potential Implementation Supports**

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 (Item 31 and 32)

NC DSS anticipates supports from DHHS and other Division staff to execute the Listening Sessions (which will be called Feedback Sessions).

It is expected that all Child Welfare leadership as well as any staff who regularly interacts with stakeholders will need to be well versed in all things CFSP/APSR. This can be accomplished through watching the recorded presentations, participating in the CFSP and APRS writing process, as well as in-service trainings during staff meetings.

NC DSS will establish more structured feedback loops as part of this PIP goal to ensure that concerns identified in the community related to serving children and families involved in child welfare.

NC DSS has historically done well in engaging stakeholders. However, they have not historically documented such engagement, nor framed the dialogue in such a way that it was interpreted as such. Additionally, NC DSS does not have feedback loops in place to communicate back to the stakeholder about how their input was used. Additional coaching will need to be completed to frame engagement accordingly and ensure feedback loops are in place.

**Goal 5: Enhance the statewide data quality, collection and dissemination of information regarding services provided (Statewide Information System)**

1. Strengthen the statewide information system through the development of a child welfare module within NC FAST (North Carolina Families Accessing Services through Technology) to improve data quality, consistency, and access to timely statewide data (Item 19)

NC FAST is an enterprise case management system, built on Curam, a commercial off-the-shelf (COTS) software product. The development and implementation of the necessary functionality for Child Welfare Services or Child Services has been identified and approved in the Annual Planning Development (APDu) process by US HHS ACF. The initial five (5) pilot counties began using the system August 7<sup>th</sup>, 2017. The next seven (7) counties that will begin using the system on October 23<sup>rd</sup>, 2017. Initial feedback from the pilot counties have provided critical feedback on the changes to the software and support processes necessary for successful implementation. The primary coaching, training and staffing needs are to interpret policy in utilizing the system. NC CW policy was written from the perspective that documentation would be on paper. The NC FAST system brings a much deeper level of policy application to guide the social workers using the system. Consistent instructions and other guidance to the user has been identified as a need. This consistency in using the system is necessary for accuracy of the program management for system improvements.