



CHILD AND FAMILY SERVICES REVIEWS

North Carolina FINAL REPORT 2024



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Final Report: North Carolina Child and Family Services Review

INTRODUCTION

This document presents the findings of the Child and Family Services Review (CFSR) for the state of North Carolina. The CFSRs enable the Children’s Bureau (CB) to: (1) ensure conformity with certain federal child welfare requirements; (2) determine what is happening to children and families as they are engaged in child welfare services; and (3) assist states in enhancing their capacity to help children and families achieve positive outcomes. Federal law and regulations authorize the CB, within the U.S. Department of Health and Human Services’ Administration for Children and Families, to administer the review of child and family services programs under titles IV-B and IV-E of the Social Security Act. The CFSRs are structured to help states identify strengths and areas needing improvement in their child welfare practices and programs as well as institute systemic changes that will improve child and family outcomes.

The findings for North Carolina are based on:

- The Statewide Assessment prepared by the North Carolina Department of Health and Human Services’ Division of Social Services, Child Welfare Services, and submitted to the CB on February 14, 2024. The Statewide Assessment is the state’s analysis of its performance on outcomes and the functioning of systemic factors in relation to title IV-B and IV-E requirements and the title IV-B Child and Family Services Plan.
- The August 2023 State Data Profile, prepared by the CB, which provides the state’s Risk-Standardized Performance (RSP) compared to national performance on 7 statewide data indicators.
- The results of case reviews of 65 cases (40 foster care and 25 in-home), conducted via a State-Led Review process across the 7 regions in North Carolina during April 2024–September 2024 and examining case practices occurring April 2023 through September 2024.
- Interviews and focus groups with state stakeholders and partners, which included:
 - Youth and parents
 - Foster and adoptive parents and kinship caregivers
 - Judges, court staff, and Court Improvement Program (CIP) staff
 - Attorneys for the agency
 - Guardians Ad Litem Attorneys for children and youth
 - Attorneys for parents
 - Child welfare caseworkers and supervisors
 - Child welfare contractors and service providers
 - Private placing agency staff
 - Child welfare agency statewide leadership
 - Child welfare agency regional and program managers
 - Agency training staff

Background Information

The Round 4 CFSR assesses state performance regarding substantial conformity with 7 child and family outcomes and 7 systemic factors. Each outcome incorporates 1 or more of the 18 items included in the case review, and each item is rated as a Strength or Area Needing Improvement based on an evaluation of certain child welfare practices and processes in the cases reviewed in the state. With two exceptions, an item is assigned an overall rating of Strength if 90% or more of the applicable cases reviewed were rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies to those items. For a state to be in substantial conformity with a particular outcome, 95% or more of the cases reviewed must be rated as having substantially achieved the outcome. In addition, for Safety Outcome 1 and Permanency Outcome 1, the state’s RSP on applicable statewide data indicators must be better than or no different than national performance. This

determination for substantial conformity is based on the data profile transmitted to the state to signal the start of that state’s CFSR. The state’s RSP in subsequent data profiles will be factored into the determination of indicators required to be included in the state’s Program Improvement Plan (PIP).

Eighteen items are considered in assessing the state’s substantial conformity with the 7 systemic factors. Each item reflects a key federal program requirement relevant to the Child and Family Services Plan (CFSP) for that systemic factor. An item is rated as a Strength or an Area Needing Improvement based on how well the item-specific requirement is functioning. A determination of the rating is based on information provided by the state to demonstrate the functioning of the systemic factor in the Statewide Assessment and, as needed, from interviews with stakeholders and partners. For a state to be in substantial conformity with the systemic factors, no more than 1 of the items associated with the systemic factor can be rated as an Area Needing Improvement. For systemic factors that have only 1 item associated with them, that item must be rated as a Strength for a determination of substantial conformity. An overview of the pathways to substantial conformity for the CFSR outcomes and systemic factors is in Appendix B of the Round 4 *CFSR Procedures Manual*.

The CB made several changes to the CFSR process, items, and indicators that are relevant to evaluating performance, based on lessons learned during the third round of reviews. As such, a state’s performance in the fourth round of the CFSRs may not be directly comparable to its performance in the third round.

I. SUMMARY OF PERFORMANCE

North Carolina 2024 CFSR Assessment of Substantial Conformity for Outcomes and Systemic Factors

The CB has established high standards of performance for the CFSR based on the belief that because child welfare agencies work with our country’s most vulnerable children and families, only the highest standards of performance should be considered acceptable. The high standards ensure ongoing attention to achieving positive outcomes for children and families regarding safety, permanency, and well-being. This is consistent with the CFSR’s goal of promoting continuous improvement in performance on these outcomes. A state must develop and implement a PIP to address the areas of concern identified for each outcome or systemic factor for which the state is found not to be in substantial conformity. The CB recognizes that the kinds of systemic and practice changes necessary to bring about improvement in some outcome areas often take time to implement. The results of this CFSR are intended to serve as the basis for continued improvement efforts addressing areas where a state still needs to improve.

Table 1 provides a quick reminder of how case review items and statewide data indicators are combined to assess substantial conformity on each outcome:

Table 1. Outcomes, Case Review Items, and Statewide Data Indicators

Outcome	Case Review Item(s)	Statewide Data Indicators
Safety Outcome 1	Item 1	Maltreatment in foster care Recurrence of maltreatment
Safety Outcome 2	Items 2 and 3	N/A
Permanency Outcome 1	Items 4, 5, and 6	Permanency in 12 months for children entering foster care Permanency in 12 months for children in foster care 12–23 months Permanency in 12 months for children in care 24 months or more Reentry to foster care in 12 months Placement stability
Permanency Outcome 2	Items 7, 8, 9, 10, and 11	N/A

Well-Being Outcome 1	Items 12, 13, 14, and 15	N/A
Well-Being Outcome 2	Item 16	N/A
Well-Being Outcome 3	Items 17 and 18	N/A

North Carolina was found in substantial conformity with none of the 7 outcomes:

The following 1 of the 7 systemic factors were found to be in substantial conformity:

- Agency Responsiveness to the Community

CB Comments on State Performance

The North Carolina Division of Social Services (NCDSS), a division of the North Carolina Department of Health and Human Services, is the state’s child protection and child welfare entity. It strives to promote the safety and well-being of children, youth, and families in North Carolina. NCDSS is a state-supervised, county-administered social services system. NCDSS provides guidance and technical assistance to its 100 county agencies, which are responsible for investigating child abuse and neglect, managing the state’s foster care system, and delivering services across 7 regions.

In 2015, during its Round 3 CFSSR, North Carolina was found not to be in substantial conformity with any of the 7 outcomes or 7 systemic factors. To address these issues, the state entered into a PIP. The state was originally scheduled to complete the activities in its PIP by December 31, 2018, but received an extension because of Hurricane Florence. The state successfully completed its PIP on June 30, 2019. The non-overlapping evaluation period concluded on December 31, 2020, following an extension from the original date of September 30, 2020. During the Round 3 PIP and non-overlapping evaluation period, several overarching challenges affected performance and practice. These included strengthening the capacity of county social services departments to effectively engage with families, supporting foster home recruitment efforts, improving data quality, and collaborating with court partners at both the state and local levels to achieve better permanency outcomes for children in care.

North Carolina’s State-Led Review for the Round 4 CFSSR, conducted from April 1, 2024, to September 30, 2024, determined that the state was out of conformity with all 7 outcomes and 6 of the 7 systemic factors. The state was found not in substantial conformity with the following systemic factors: Statewide Information System, Case Review System, Quality Assurance System, Staff and Provider Training, Service Array and Resource Development, and Foster and Adoptive Parent Licensing, Recruitment, and Retention. The state was found to be in substantial conformity with one systemic factor, Agency Responsiveness to the Community.

Although none of the outcomes was met, the highest-performing outcome in North Carolina’s Round 4 CFSSR was Well-Being Outcome 2, Children receive appropriate services to meet their educational needs, with 86% of applicable cases rated as substantially achieved. Performance for Well-Being Outcome 2 was higher in foster care cases (88%) compared to in-home services cases (78%). The lower performance in in-home cases was primarily due to the lack of initial and ongoing efforts to assess educational needs and ensure appropriate service delivery for children.

Safety Outcome 1, Children are, first and foremost, protected from abuse and neglect, includes case review performance and performance on statewide data indicators. North Carolina’s RSP on the Recurrence of Maltreatment statewide indicator for the federal fiscal year (FY) 2021–2022 reporting period used for this Final Report was statistically worse than national performance. CFSSR case review performance for Item 1, Timeliness of Initiating Investigations of Reports of Child Maltreatment, was 61%. The review found that North Carolina did not respond to reports of child maltreatment in a timely manner, and in some applicable cases, did not make face-to-face contact with the alleged victims in accordance with state policy.

Case practice for the two items that comprise Safety Outcome 2, Children are safely maintained in their homes whenever possible and appropriate, needs improvement, as 45% of applicable cases were rated as substantially achieved. For Item 2, Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care, 59% of applicable cases were rated as a Strength. A primary factor contributing

to the performance on Item 2 was the lack of consistent efforts to provide risk- and safety-related services aimed at preventing children from entering foster care.

For Item 3, Risk and Safety Assessment and Management, 51% of the cases were rated as a Strength. While foster care cases had a higher percentage of Strength ratings, safety-related practice for both foster care and in-home services cases require improvement. Areas of practice to further assess include a lack of ongoing assessments of safety, caseworker visitation in the homes/foster homes to assess risk and safety, and insufficient safety planning and monitoring of safety plans. The initial assessment of risk and safety had the highest performance for both case types, with 72% of applicable cases rated as a Strength. However, ongoing assessments of risk and safety were found to be lacking, with 68% of foster care cases and 56% of in-home cases rated as a Strength. Regarding both initial and ongoing risk and safety concerns, an analysis of case review results found that the state struggled with identifying all risk and safety concerns operating within the cases and assessing all children and household members living in the family home. The case review results also highlighted the need for timelier caseworker visits with parents and children and the need to use collateral contacts to verify information. Furthermore, the CFSR identified concerns regarding caseworkers' ability to develop safety plans that addressed all identified safety threats and to adequately monitor the safety plans. Child safety is paramount and should be a central focus of North Carolina's PIP. CB recommends that North Carolina develop strategies to enhance caseworkers' ability to assess the risk and safety of children in a timely, accurate, and comprehensive manner, as well as to create, implement, monitor, and adjust effective safety plans that address and mitigate threats to child safety.

North Carolina's lowest-performing outcome was Permanency Outcome 1, with 7.5% of the 40 foster care cases rated as substantially achieved. This outcome evaluates whether children in foster care experience permanency and stability in their living situations. The case review identified challenges in achieving timely and appropriate permanency, which were the primary factors contributing to the outcome rating. For all three statewide data indicators related to Permanency in 12 months, North Carolina's RSP was worse than national performance. These practice areas require significant attention in the PIP, involving both the agency and legal and judicial professionals.

An analysis of the case review results found that although permanency goals were established in a timely manner, most of the goals in place during the period under review (PUR) were not appropriate given the case circumstances and the child's need for permanency. In 9 cases, reunification goals were maintained for too long, as there was minimal parent engagement in services or there were indications that the parents did not want to reunify. In several cases, the concurrent adoption or guardianship goal was inappropriate and was included to meet the state's requirement for a concurrent plan. Additionally, concerted efforts to achieve timely permanency were not made in 72.5% of the cases reviewed (29 of 40 cases). In many cases, there was little effort made toward achievement of both permanency goals. Court calendaring and continuance practices also delayed permanency in nearly half of the cases reviewed. Hearings were continued primarily due to insufficient court time, parents were not present for hearings (it was not clear if their attorneys were present at the hearings), unavailability of interpreters, or failure to serve parents the abuse and neglect petition or termination of parental rights petition. Effective case flow management by the courts is crucial to timely achievement of permanency. Quality periodic reviews and permanency hearings are also essential for achieving timely permanency. These reviews should assess progress on the case plan, determine the appropriate permanency and concurrent plans, evaluate efforts toward those plans, and identify any barriers. Continued collaboration between the agency and legal and judicial professionals is vital to identifying the key factors that support or hinder timely permanency and to developing strategies to address these barriers. This is critical for improving the Permanency in 12 months statewide data indicators.

Placement stability also affects timely achievement of permanency. In the CFSR, placement stability is examined in using the state's performance on case review Item 4, Placement Stability, and the Placement Stability statewide data indicator. The case review considers whether the moves that occurred during the PUR were planned to achieve the child's case plan goals or meet the child's needs. This indicator measures the number of moves per 1,000 days in care for children in their entry year. Seventy percent of the cases reviewed were rated as a Strength, which is positive. In contrast, six children had between three and six placements during the PUR. These children had multiple moves either because the child had mental health or behavioral

needs and required a higher level of care or the resource parent was not able to meet the child's needs. North Carolina's RSP on the Placement Stability statewide data indicator is worse than national performance and is trending in the wrong direction. Placement stability must also be addressed in the PIP.

Permanency Outcome 2, which examines the preservation and continuity of family relationships and connections for children in foster care, was the second highest-performing outcome, with 65% of the foster care cases rated as substantially achieved. Of the 5 items assessed in this outcome, Item 7, Placement With Siblings, was the highest performing, with 91.7% of the applicable 24 cases rated as a Strength. Siblings were either placed together or there was a valid reason to separate them. The agency also performed well on Item 8 in ensuring frequent and quality visits between a child and their parents and siblings, with 80% of 30 applicable cases rated as a Strength. Ratings for mothers, fathers, and siblings were similar for this Item. Many children visited with their mothers and fathers less than monthly. Item 11 was the lowest-performing item. Item 11 assesses the agency's efforts to promote positive relationships between a child and their parents through activities other than visitation. Ten out of the 25 applicable cases were rated as a Strength. The reasons for low performance were the agency not making efforts to involve parents beyond visitation or having limited or no contact with the parent. Ensuring frequent and quality visits between children, parents, and siblings, and making concerted efforts to enhance their relationships, are essential to preserving children's connections and facilitating reunification.

Well-Being Outcome 1, Families have the enhanced capacity to provide for their children's needs, was the second lowest-performing outcome, with 38% of cases rated as substantially achieved. For Item 12, it was determined that the agency did not make concerted efforts to assess the needs of the child(ren) and parents and provide the appropriate services. Regardless of case type, performance in working with parents was lower than it was with children. Also notable was the agency's performance on Sub-Item 12B, Needs Assessment and Services to Parents. Case reviews found that the agency's performance regarding assessing the needs of and providing services to fathers was lower than for mothers. However, 88% of the applicable cases were found to be a Strength in assessing the needs of the foster or pre-adoptive parents and providing appropriate services. Performance on Item 13, Child and Family Involvement in Case Planning, and Item 15, Caseworker Visits With Parents, signals a need to identify and implement practice improvement strategies for work with parents. As noted, practices assessed in this outcome are essential to ensuring the safety, permanency, and well-being of the families served; therefore, they should also be a primary focus area for North Carolina's PIP.

Well-Being Outcome 3 assesses the agency's concerted efforts to assess and provide services to meet children's physical (including dental) and mental health needs. This outcome includes Item 17, Physical Health of the Child, and Item 18, Mental/Behavioral Health of the Child. Forty-six percent of the applicable cases were rated as substantially achieved for this outcome. Fewer in-home services cases than foster care cases were applicable to this outcome; however, performance was worse for in-home services cases than foster care cases. Reasons that negatively affected this outcome across both case types included a lack of assessing the children's mental and behavioral health needs and provision of services to meet identified needs. For the applicable in-home services cases, agency efforts to assess children's mental and behavioral health needs were rated lower than efforts to assess physical and dental health needs. For foster care cases, performance on assessment of physical and dental health needs was higher than on assessment of mental/behavioral needs.

Service Array is a key systemic factor that impacts safety, permanency, and well-being outcomes. The case review results and stakeholder interviews revealed challenges in accessing critical services, such as housing and transportation, across all areas of the state. Additionally, providing individualized services, particularly for children and families with disabilities, is difficult. North Carolina has also seen a reduction in residential beds and foster homes, which limits the state's ability to secure appropriate placements for children needing high levels of care, as well as foster homes for children transitioning out of residential treatment. This shortage also affects the availability of services to support reunification. The accessibility of services is further hindered by limited public transportation, making it difficult for families to access necessary resources.

Other factors that influenced North Carolina's performance were workforce issues within local NCDSS offices. The large turnover within local offices presented challenges to the knowledge of staff persons regarding available services and how to access them. Another significant systemic factor that affects permanency and

should be a focus for North Carolina is the Case Review System, as all 5 items were found to be an Area Needing Improvement. North Carolina is also encouraged to focus on staff and provider training and to continue ongoing efforts to build a strong quality assurance system.

As North Carolina begins addressing the concerns highlighted in the CFSR, the state should build on its existing partnerships with community organizations engaged during the statewide assessment process. Expanding collaboration with individuals who have firsthand experience with the child welfare system, as well as legal and judicial partners, can help ensure that the Program Improvement Plan (PIP) reflects practical, statewide solutions. Engaging partners and stakeholders in a coordinated and inclusive way has consistently been shown to drive lasting improvements for families and children involved in the child welfare system.

Delivering high-quality child welfare services to all families requires careful consideration of how services and outcomes vary across populations. Variations in performance data can highlight areas where systems and practices may not be achieving desired outcomes. During Round 4 of the CFSR, there is a particular focus on leveraging data and evidence to identify differences in outcomes, analyze contributing factors within child welfare programs and practices, and implement targeted strategies to improve system performance statewide.

As noted in the sections below on performance trends for Safety Outcome 1 and Permanency Outcome 1 data indicators, statewide performance data revealed that Black or African American children are disproportionately affected and face greater challenges in achieving positive outcomes in key indicators.

II. KEY FINDINGS RELATED TO OUTCOMES

For each outcome, we provide the state's performance on the applicable statewide data indicators from the data profile that was transmitted to the state to signal the launch of the CFSR and performance summaries from the case review findings of the onsite review. CFSR statewide data indicators provide performance information on states' child safety and permanency outcomes. The statewide data indicators are aggregate measures calculated using information that states report to the Adoption and Foster Care Analysis and Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS). For general information on the statewide data indicators and their use, see the Capacity Building Center for States page, <https://capacity.childwelfare.gov/states/topics/cfsr/cfsr-data-syntax-toolkit>. For a detailed description of the statewide data indicators, see CFSR Technical Bulletin #13A, <https://www.acf.hhs.gov/cb/training-technical-assistance/cfsr-technical-bulletin-13a>. Results have been rounded to the nearest whole number. A summary of the state's performance for all outcomes and systemic factors is in Appendix A. Additional information on case review findings, including the state's performance on case review item rating questions, is in the state's practice performance report in Appendix B.

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

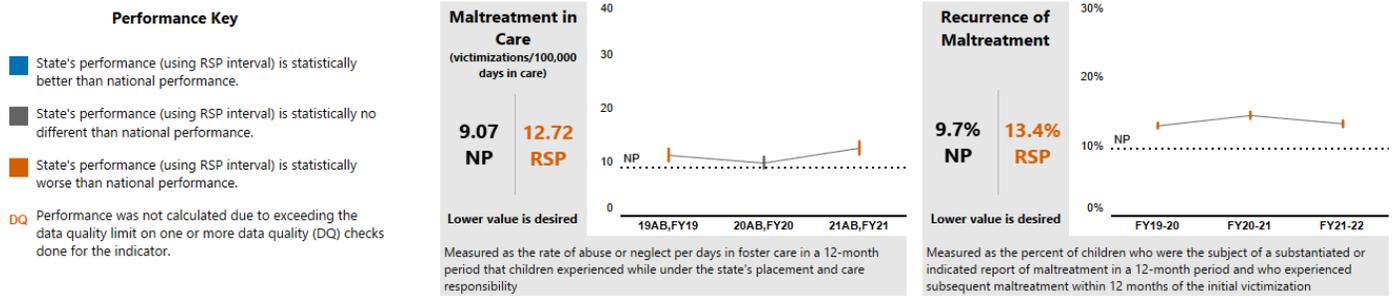
The CB determines whether a state is in substantial conformity based on the state's RSP on two statewide data indicators and the state's performance on Item 1: Timeliness of initiating investigations of reports of child maltreatment.

The state's policy requires that NCDSS initiate reports that allege abuse immediately but no later than 24 hours after receipt. Reports that allege dependency or neglect shall be initiated within 72 hours, and reports that allege abandonment must be initiated immediately. Initiation must include either face-to-face interviews with all alleged victims within these timeframes or documentation of diligent efforts to do so.

Statewide Data Indicators

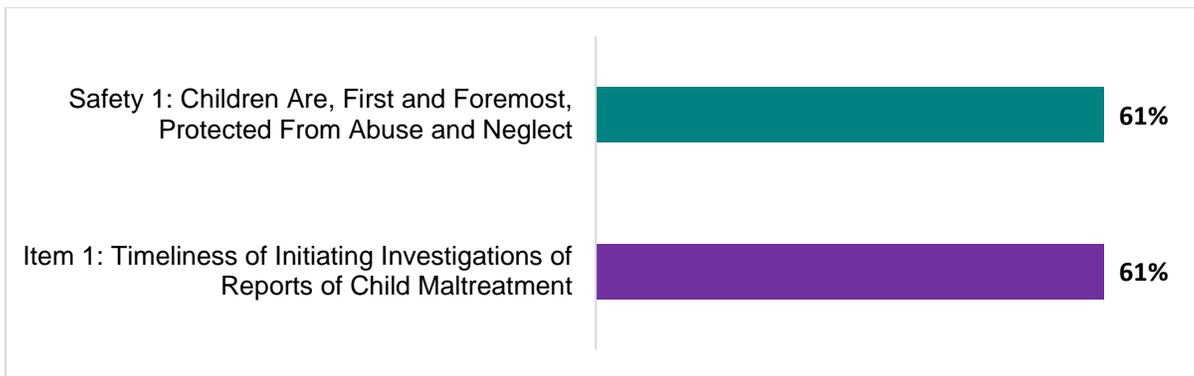
The chart below shows the state's performance from the August 2023 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Safety Outcome 1.

Figure 1. State's Performance on Safety Outcome 1 Indicators



Case Review

Figure 2. Performance on Safety Outcome 1 and Supporting Items



North Carolina was found not to be in substantial conformity with Safety Outcome 1:

- The state's performance on the "maltreatment in foster care" data indicator was statistically worse than national performance.
- The state's performance on the "recurrence of maltreatment" data indicator was statistically worse than national performance.
- Less than 95% of the cases were rated as a Strength on Item 1.

Notable Changes and Observations in Performance on the Safety Outcome 1 Data Indicators During Round 4

Table 2. Risk-Standardized Performance Compared to National Performance—Safety 1 Data Indicators

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	February 2024 Profile	August 2024 Profile	Inclusion in PIP?
Maltreatment in Foster Care	Worse	Worse	Worse	Yes
Recurrence of Maltreatment in 12 months	Worse	Worse	Worse	Yes

All results reported here are based on the August 2024 data profile and supplemental context data and may describe performance that is different from what is depicted in Table 2 because that is from the August 2023

data profile, which was transmitted with the Statewide Assessment and whose latest reporting periods were used to determine substantial conformity.

North Carolina’s performance on the Maltreatment in Foster Care indicator has fluctuated over the last several federal fiscal years but has shown a 26% improvement from the August 2023 Data Profile to the most recent reporting period (22AB, FY22).

- The total number of days children spent in care between FY 2019 and FY 2022 has remained largely unchanged, decreasing by less than 5%; however, the total number of victimizations during that time decreased by nearly 15%, leading to an overall decrease in the rate of maltreatment.
- Children 6–10 years old experienced the highest rates of victimization of any age group; these children make up approximately 24% of all days in care but 31% of all victimizations.
- The highest rates of maltreatment in the state are disproportionately occurring in counties with relatively smaller child populations and fewer children in care. The 20 counties with the highest rates of victimization in the last reporting period constituted 13% of the total number of days children spent in care in the state but 37% of all victimizations; Martin County, for example, is 76th (out of 100 counties) in terms of child population but 34th in terms of total days children spend in care and had the third highest maltreatment-in-care rate in the state.

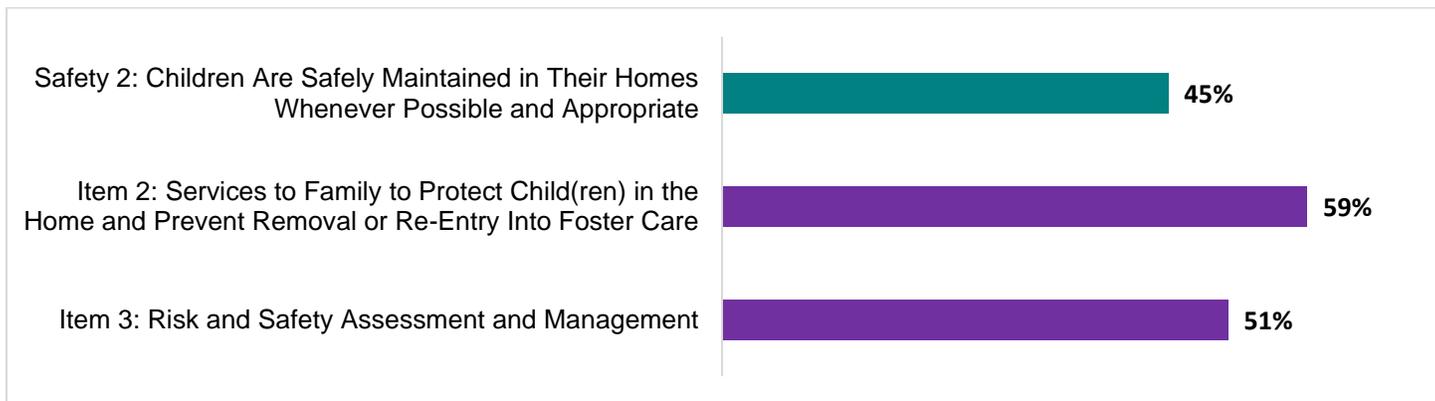
North Carolina continues to struggle with the Recurrence of Maltreatment indicator despite a slight improvement in performance over the last 3 reporting years, with only the number of initial and recurring victims showing slight decreases over the last 3 reporting periods.

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 2 and 3.

Case Review

Figure 3. Performance on Safety Outcome 2 and Supporting Items



North Carolina was found not to be in substantial conformity with Safety Outcome 2:

- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 2.
- Less than 90% of the cases were rated as a Strength on Item 3.

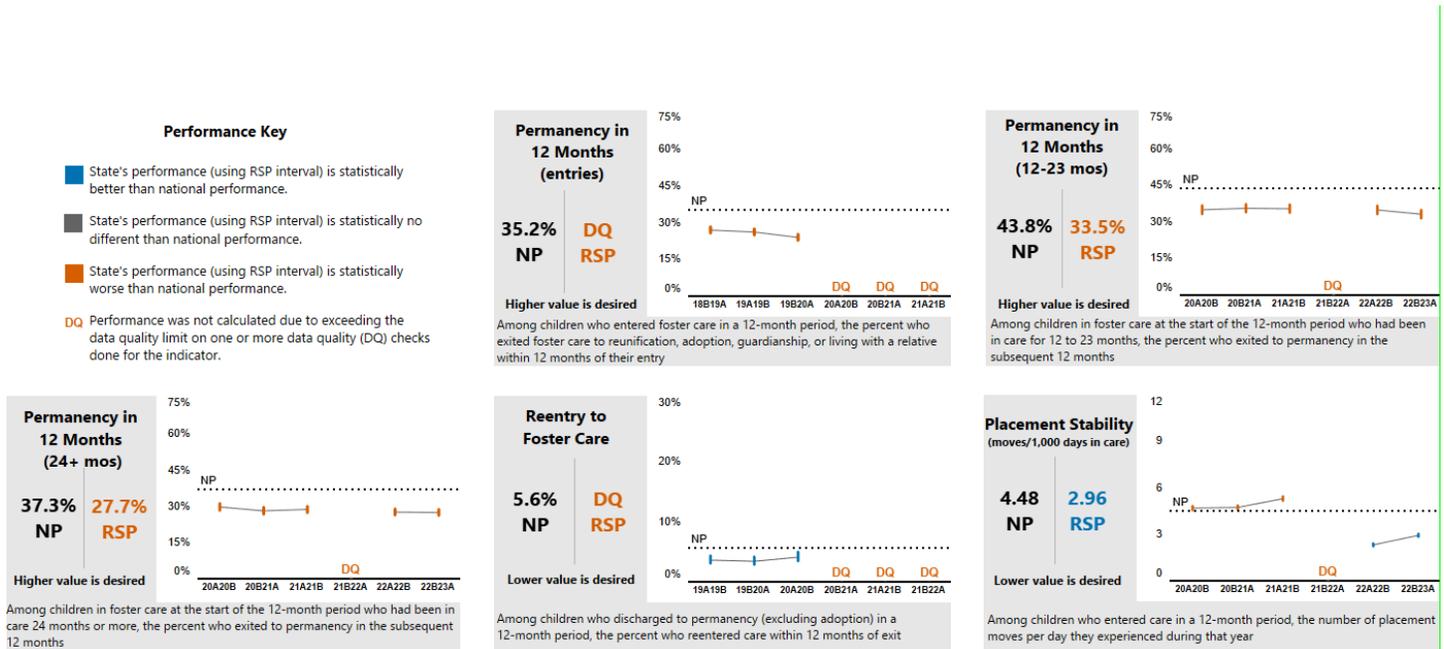
Permanency Outcome 1: Children have permanency and stability in their living situations.

The CB determines whether a state is in substantial conformity based on the state’s RSP on 5 statewide data indicators and the state’s performance on Items 4, 5, and 6.

Statewide Data Indicators

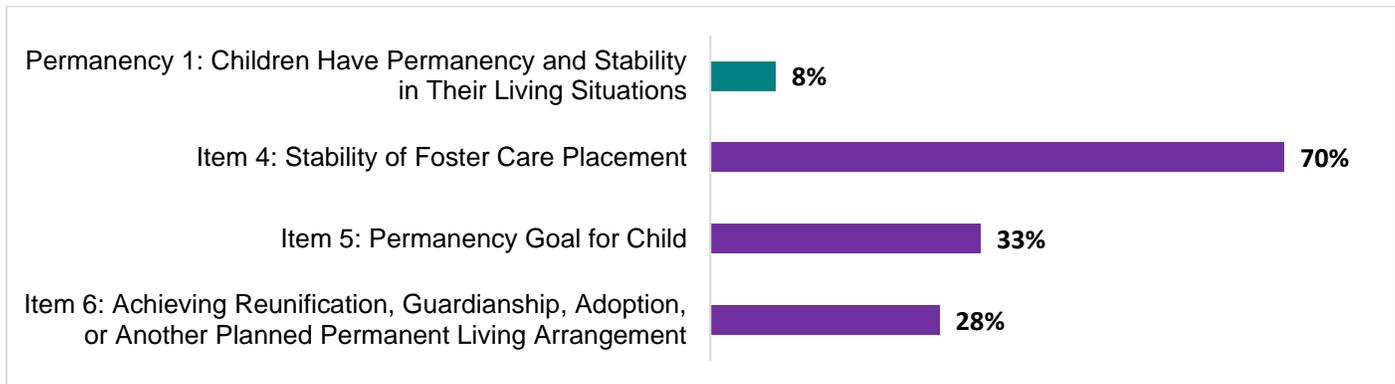
The chart below shows the state’s performance from the August 2023 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Permanency Outcome 1. North Carolina resolved data quality issues after the start of the statewide assessment process and resubmitted data. The state’s updated performance for the data periods used to determine substantial conformity is reflected in Table 3.

Figure 4. State’s Performance on Permanency Outcome 1 Indicators



Case Review

Figure 5. Performance on Permanency Outcome 1 and Supporting Items



North Carolina was found not to be in substantial conformity with Permanency Outcome 1:

- The state’s performance on the “permanency in 12 months for children entering foster care” data indicator was unable to be calculated due to data quality issues.
- The state’s performance on the “permanency in 12 months for children in foster care 12–23 months” data indicator was statistically worse than national performance.
- The state’s performance on the “permanency in 12 months for children in foster care 24 months or more” data indicator was statistically worse than national performance.
- The state’s performance on the “reentry to foster care in 12 months” data indicator was unable to be calculated due to data quality issues.
- The state’s performance on the “placement stability” data indicator was statistically better than national performance. Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 4.
- Less than 90% of the cases were rated as a Strength on Item 5.
- Less than 90% of the cases were rated as a Strength on Item 6

Notable Changes and Observations in Performance on the Permanency Outcome 1 Data Indicators During Round 4

Table 3. Risk-Standardized Performance Compared to National Performance—Permanency 1 Data Indicators

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	February 2024 Profile	August 2024 Profile	Inclusion in PIP?
Permanency in 12 months for children entering care	Worse	Worse	Worse	Yes
Permanency in 12 months for children in care 12–23 months	Worse	Worse	Worse	Yes
Permanency in 12 months for children in care 24 months or more	Worse	Worse	Worse	Yes
Reentry to foster care in 12 months	Better	Better	Better	No
Placement stability	Worse	Worse	Worse	Yes

All results reported here are based on the August 2024 data profile and supplemental context data and may describe performance that is different from what is depicted in Table 2 because that is from the August 2023 data profile, which was transmitted with the Statewide Assessment and whose latest reporting periods were used to determine substantial conformity.

- Permanency in 12 months for children entering care has improved by 19% over this timeframe. The number of children entering decreased by 6% while the number of children achieving permanency increased by 11%.
- For children in care 12–23 months and 24 or more months, the trending improvement performance on achieving permanency in 12 months noticeable at the start of the statewide assessment process has reversed with the latest available reporting period, resulting in an overall decrease in performance over the last 6 reporting periods.

North Carolina's performance on Reentry to Foster Care has been statistically better than national performance in each of the most recent 6 reporting periods. However, after a period of continued improvement between 18A–18B and 21B–22A, the proportion of children reentering care within 12 months has reversed direction.

- Focusing on this directional shift in performance, the proportion of children reentering foster care increased primarily for children 1–5 and 11–16 years and (separately) White children, Hispanic Children, and children of two or more races.

North Carolina's performance on Placement Stability continues to trend in an undesirable direction since the August 2023 Data Profile. While the number of days in care has decreased overall in the state by 6% across the last 6 reporting periods, the number of placement moves has increased by over 22%.

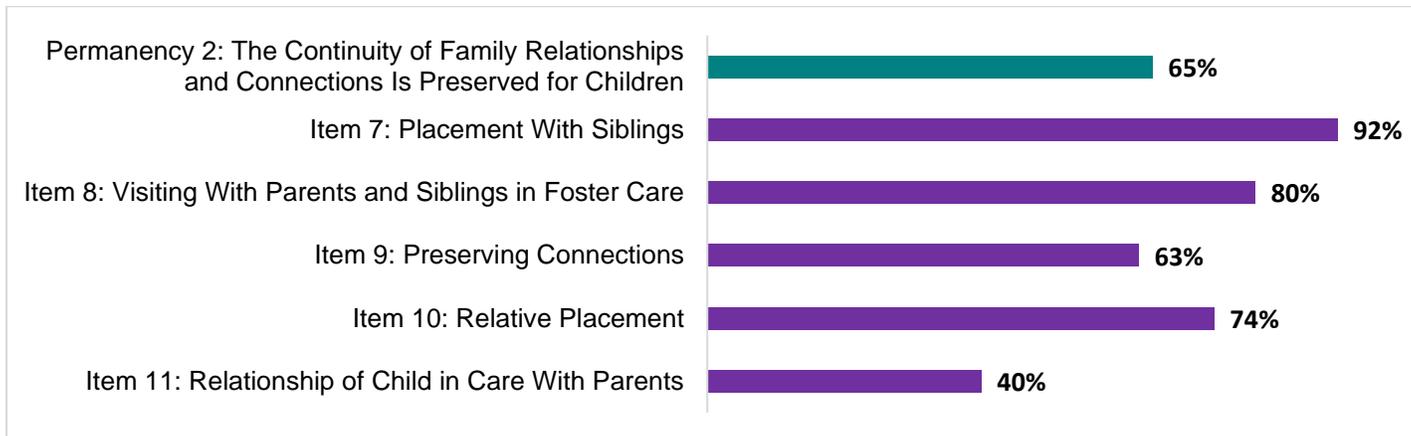
- Similar to national-level trends, the rate of placement moves increased with the age group of the children in care; however, every single age group had an observed performance higher than national performance.
- Of the top 20 counties by total days in care, one (Buncombe County) showed an improvement in performance over the last 3 reporting years.

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 7, 8, 9, 10, and 11.

Case Review

Figure 6. Performance on Permanency Outcome 2 and Supporting Items



North Carolina was found not to be in substantial conformity with Permanency Outcome 2:

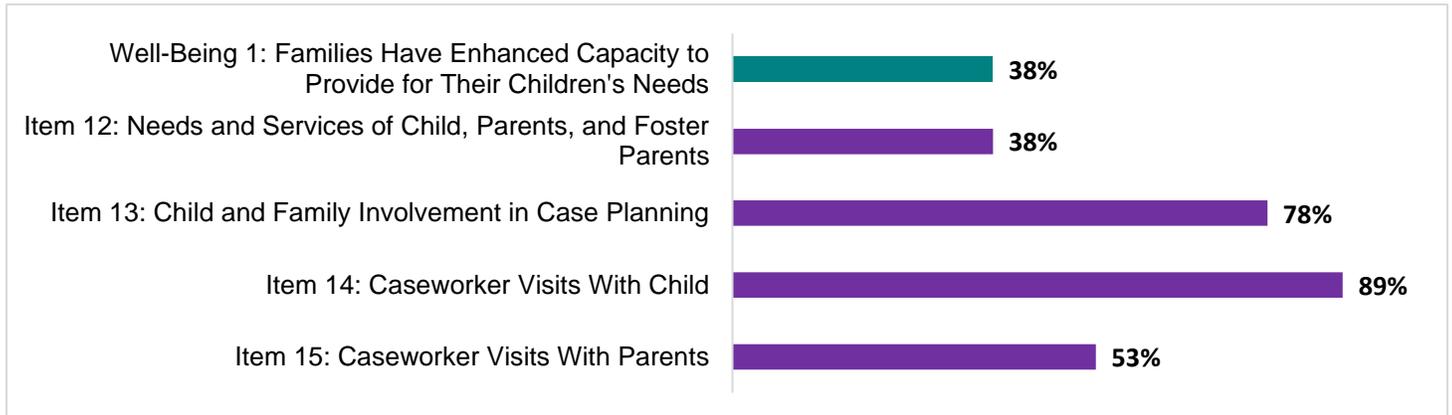
- Less than 95% of the cases reviewed were substantially achieved.
- More than 90% of the cases were rated as a Strength on Item 7.
- Less than 90% of the cases were rated as a Strength on Item 8.
- Less than 90% of the cases were rated as a Strength on Item 9.
- Less than 90% of the cases were rated as a Strength on Item 10.
- Less than 90% of the cases were rated as a Strength on Item 11.

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 12, 13, 14, and 15.

Case Review

Figure 7. Performance on Well-Being Outcome 1 and Supporting Items



North Carolina was found not to be in substantial conformity with Well-Being Outcome 1:

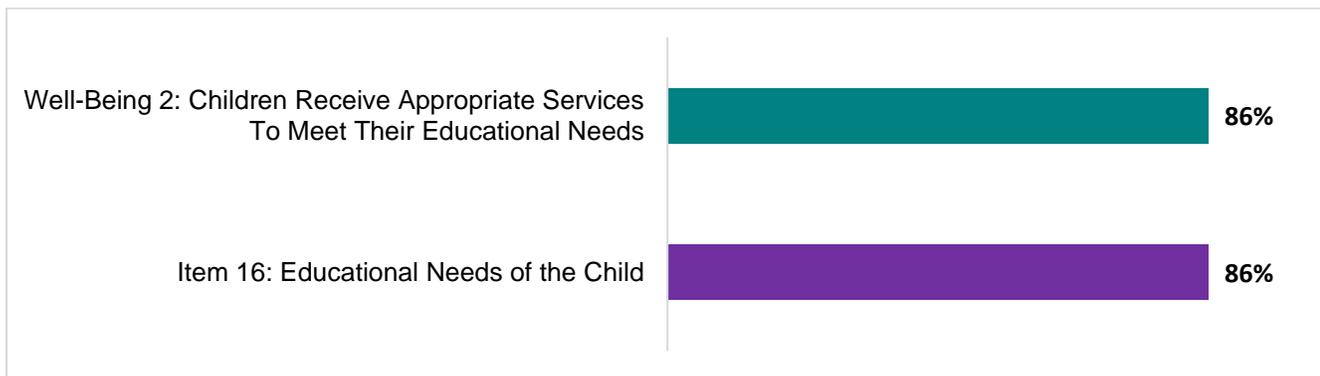
- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 12.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12A.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12B.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12C.
- Less than 90% of the cases were rated as a Strength on Item 13.
- Less than 90% of the cases were rated as a Strength on Item 14.
- Less than 90% of the cases were rated as a Strength on Item 15.

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Item 16.

Case Review

Figure 8. Performance on Well-Being Outcome 2 and Supporting Items



North Carolina was found not to be in substantial conformity with Well-Being Outcome 2:

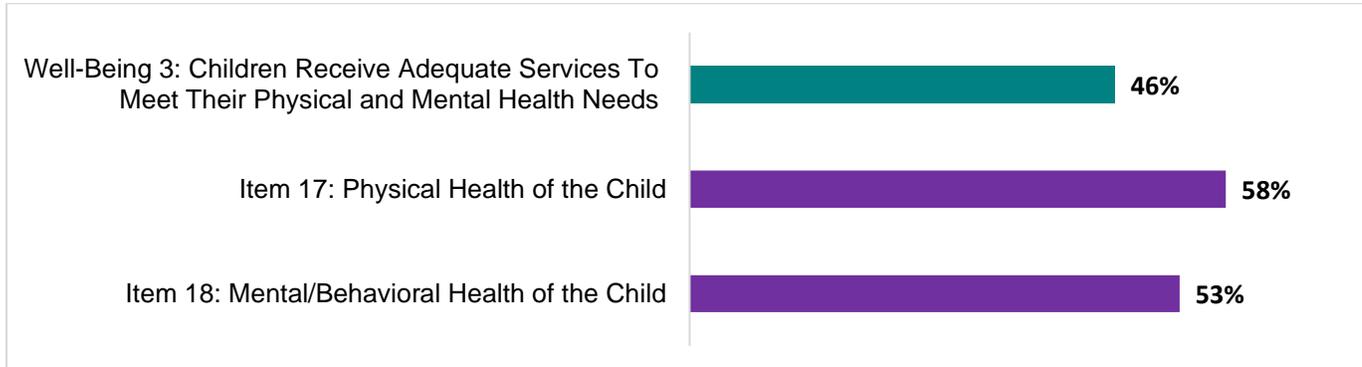
- Less than 95% of the cases were rated as a Strength on Item 16.

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 17 and 18.

Case Review

Figure 9. Performance on Well-Being Outcome 3 and Supporting Items



North Carolina was found not to be in substantial conformity with Well-Being Outcome 3:

- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 17.
- Less than 90% of the cases were rated as a Strength on Item 18.

III. KEY FINDINGS RELATED TO SYSTEMIC FACTORS

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined based on ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required. For each systemic factor below, we provide performance summaries and a determination of whether the state is in substantial conformity with that systemic factor. In addition, we provide ratings for each item.

Statewide Information System

The CB determines whether a state is in substantial conformity based on the state’s performance on Item 19.

Item	Rating
Item 19: Statewide Information System	Area Needing Improvement

North Carolina was found not to be in substantial conformity with the systemic factor of Statewide Information System.

Item 19: Statewide Information System

Description of Systemic Factor Item: The statewide information system is functioning statewide to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care.

- North Carolina received an overall rating of Area Needing Improvement for Item 19 based on information from the Statewide Assessment. Stakeholder interviews were not conducted.
- North Carolina does not currently have a statewide child welfare information system, and there are persistent data quality errors resulting from combining multiple data sources. Counties create their own client identification numbers, making it difficult to readily identify the status, demographic characteristics, location, and placement goals for every child in foster care or who has been in foster care in the past 12 months.

Case Review System

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 20, 21, 22, 23, and 24.

Items	Rating
Item 20: Written Case Plan	Area Needing Improvement
Item 21: Periodic Reviews	Area Needing Improvement
Item 22: Permanency Hearings	Area Needing Improvement
Item 23: Termination of Parental Rights	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Area Needing Improvement

North Carolina was found not to be in substantial conformity with the systemic factor of Case Review System.

Item 20: Written Case Plan

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a written case plan that is developed jointly with the child's parent(s) and includes the required provisions.

- North Carolina received an overall rating of Area Needing Improvement for Item 20 based on information from the Statewide Assessment. Stakeholder interviews were not conducted.
- Data and information did not demonstrate that case plans were jointly developed with parents. While some counties utilize different processes to engage families, such as Permanency Round Tables and the Success Coach model, North Carolina does not have a statewide process in place to ensure that case plans are jointly developed with parents across all counties.

Item 21: Periodic Reviews

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review.

- North Carolina received an overall rating of Area Needing Improvement for Item 21 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information collected did not demonstrate that for each child a periodic review occurred no less frequently than every 6 months. Data did not address whether initial periodic reviews were held within 6 months of entry into foster care and did not delineate what percentage of children had a periodic review every 6 months. It was unclear what data pertained to periodic reviews and what data pertained to permanency hearings because North Carolina's statute has one hearing type, permanency planning hearings, after the disposition hearing. In some counties, there were delays in the adjudication hearing, which can result in periodic reviews not occurring timely.

Item 22: Permanency Hearings

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a permanency hearing in a qualified court or administrative body that occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

- North Carolina received an overall rating of Area Needing Improvement for Item 22 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information collected did not demonstrate that for each child a permanency hearing occurred within 12 months of entry into foster care and every 12 months thereafter. Data provided did not delineate what percentage of children had initial and subsequent permanency hearings in accordance with federal law. It was unclear what data pertained to periodic reviews and what data pertained to permanency hearings because North Carolina's statute has one hearing type, permanency planning hearings, after the disposition hearing. In some counties, there were delays in the adjudication hearing, which can result in the initial permanency hearings not occurring timely. Also, in some areas court time was limited and there were attorney shortages that impacted the timeliness of permanency hearings.

Item 23: Termination of Parental Rights

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that the filing of termination of parental rights proceedings occurs in accordance with required provisions.

- North Carolina received an overall rating of Area Needing Improvement for Item 23 based on information from the Statewide Assessment. Stakeholder interviews were not conducted.
- North Carolina did not provide evidence that termination of parental rights (TPR) petitions that were required to be filed were filed timely. Data and information demonstrated a declining percentage of

children in care that had a TPR completed. There is no process in place for North Carolina to actively monitor that TPR petitions are filed timely and track exceptions, including documented compelling reasons, not to file.

Item 24: Notice of Hearings and Reviews to Caregivers

Description of Systemic Factor Item: The case review system is functioning to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child.

- North Carolina received an overall rating of Area Needing Improvement for Item 24 based on information from the Statewide Assessment. Stakeholder interviews were not conducted.
- Data and information demonstrated that there are various methods for notifying foster parents, pre-adoptive parents, and relative caregivers of periodic reviews and permanency hearings; however, there was no evidence that the notices include the right to be heard. North Carolina has no process in place to track whether foster parents, pre-adoptive parents, and relative caregivers receive notice of periodic reviews and permanency hearings.

Quality Assurance System

The CB determines whether a state is in substantial conformity based on the state’s performance on Item 25.

Item	Rating
Item 25: Quality Assurance System	Area Needing Improvement

North Carolina was found not to be in substantial conformity with the systemic factor of Quality Assurance System.

Item 25: Quality Assurance System

Description of Systemic Factor Item: The quality assurance system is functioning statewide to ensure that it (1) is operating in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures.

- North Carolina received an overall rating of Area Needing Improvement for Item 25 based on information from the Statewide Assessment. Stakeholder interviews were not conducted.
- Information in the Statewide Assessment showed that the Quality Assurance system in place is not operating statewide and does not identify strengths and needs of the service delivery program or includes methods to evaluate improvement measures implemented statewide. North Carolina does, however, use a standardized case review instrument and has begun conducting reviews on a 6-month statewide cycle.

Staff and Provider Training

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 26, 27, and 28.

Items	Rating
Item 26: Initial Staff Training	Area Needing Improvement
Item 27: Ongoing Staff Training	Area Needing Improvement

North Carolina was found not to be in substantial conformity with the systemic factor of Staff and Provider Training.

Item 26: Initial Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions.

- North Carolina received an overall rating of Area Needing Improvement for Item 26 based on information from the Statewide Assessment and stakeholder interviews.
- North Carolina recently began to implement a new initial training curriculum, as the state identified. However, the new initial training curriculum has not yet been implemented statewide and the prior training curriculum is still being used. Data and information collected showed that the prior training was not sufficient to provide new caseworkers with the skills and knowledge needed to perform their job duties.

Item 27: Ongoing Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that ongoing training is provided for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.

- North Carolina received an overall rating of Area Needing Improvement for Item 27 based on information from the Statewide Assessment and stakeholder interviews.
- North Carolina uses an electronic learning system to document training sessions, but reports are not available to track whether the annual ongoing training requirements, including timeframes, are met. Data and information collected showed that ongoing training did not consistently address basic knowledge and skills needed by staff to perform job duties, and no information was provided about the initial or ongoing training of supervisors.

Item 28: Foster and Adoptive Parent Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

- North Carolina received an overall rating of Area Needing Improvement for Item 28 based on information from the Statewide Assessment and stakeholder interviews. Stakeholder interviews were not conducted.
- Information in the Statewide Assessment identified that North Carolina uses several curricula to train foster parents; however, there is no mechanism in place to track initial or ongoing training for foster and adoptive parents and no information was available on the effectiveness of the training provided. In addition, North Carolina has no process to track whether staff of child-caring facilities complete required training courses.

Service Array and Resource Development

The CB determines whether a state is in substantial conformity based on the state's performance on Items 29 and 30.

Items	Rating
Item 29: Array of Services	Area Needing Improvement
Item 30: Individualizing Services	Area Needing Improvement

North Carolina was found not to be in substantial conformity with the systemic factor of Service Array and Resource Development.

Item 29: Array of Services

Description of Systemic Factor Item: The service array and resource development system is functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the CFSP: (1) services that assess the strengths and needs of children and families and determine other service needs, (2) services that address the needs of families in addition to individual children in order to create a safe home environment, (3) services that enable children to remain safely with their parents when reasonable, and (4) services that help children in foster and adoptive placements achieve permanency.

- North Carolina received an overall rating of Area Needing Improvement for Item 29 based on information from the Statewide Assessment and stakeholder interviews.
- Information collected indicated that while the state has services available in many areas of the state to meet the needs of children and families, many services are not readily accessible in rural areas or for specific types of service needs. There is difficulty in obtaining services for children on the autism spectrum, mental health services for young children, and specialized services such as domestic violence and substance use treatment for youth and parents. In addition, there are insufficient placement resources, such as therapeutic foster homes and residential treatment programs, resulting in children being placed outside of their home counties, which affects family visitation and ultimately permanency.

Item 30: Individualizing Services

Description of Systemic Factor Item: The service array and resource development system is functioning statewide to ensure that the services in Item 29 can be individualized to meet the unique needs of children and families served by the agency.

- North Carolina received an overall rating of Area Needing Improvement for Item 30 based on information from the Statewide Assessment and stakeholder interviews.
- The information collected revealed that services were not tailored to address the specific needs of children and families. Services were often described as generic and uniform, regardless of the circumstances leading to agency involvement. Challenges were noted in providing appropriate services for families with limited English proficiency, parents with intellectual disabilities, individuals who are deaf or hard of hearing, and youth requiring specialized support. Additionally, the availability of resources varies across counties, often requiring residents to travel outside their home counties to access the specialized services they need.

Agency Responsiveness to the Community

The CB determines whether a state is in substantial conformity based on the state's performance on Items 31 and 32.

Items	Rating
Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Area Needing Improvement
Item 32: Coordination of CFSP Services With Other Federal Programs	Strength

North Carolina was found to be in substantial conformity with the systemic factor of Agency Responsiveness to the Community.

Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that, in implementing the provisions of the CFSP and developing related Annual Progress and Services Reports (APSRs), the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP.

- North Carolina received an overall rating of Area Needing Improvement for Item 31 based on information from the Statewide Assessment and stakeholder interviews.
- North Carolina has processes in place for ongoing consultation with consumers, service providers, Tribes, foster care providers, and the juvenile court in the development and implementation of the CFSP and APSR through its Design Teams and Family Advocacy Council. However, data and information collected showed that consumers were not involved as goals were determined at the state level and goals were presented to the groups for review rather than involving them in the development of those goals.

Item 32: Coordination of CFSP Services With Other Federal Programs

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that the state’s services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

- North Carolina received an overall rating of Strength for Item 32 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information collected demonstrated that the agency works closely with other federal programs serving the same population, including the Division of Child and Family Well-Being, Medicaid, Division of Health Benefits, Division of Mental Health, Developmental Disabilities, and Substance Use Services. The collaboration led to the identification of service gaps and addressed needs recognized by these systems. Specific examples of services that have been the focus of the collaboration include community-based services like high-fidelity wraparound services, family peer support, access to timely assessments, and an increased number of mobile crisis teams. North Carolina also works with its federal partners to ensure that counties have access to childcare funding and housing vouchers through the Department of Housing and Urban Development.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 33, 34, 35, and 36.

Items	Rating
Item 33: Standards Applied Equally	Area Needing Improvement
Item 34: Requirements for Criminal Background Checks	Area Needing Improvement
Item 35: Diligent Recruitment of Foster and Adoptive Homes	Area Needing Improvement
Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements	Area Needing Improvement

North Carolina was found not to be in substantial conformity with the systemic factor of Foster and Adoptive Parent Licensing, Recruitment, and Retention.

Item 33: Standards Applied Equally

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds.

- North Carolina received an overall rating of Area Needing Improvement for Item 33 based on information from the Statewide Assessment and stakeholder interviews.
- Information and data collected indicated that there are licensing processes in place for family foster homes and child placing agencies; however, there was no information about licensing processes for child care institutions. In addition, while North Carolina has child-specific waiver processes in place, there is no system to track waivers when a child moves from a foster home.

Item 34: Requirements for Criminal Background Checks

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the state complies with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.

- North Carolina received an overall rating of Area Needing Improvement for Item 34 based on information from the Statewide Assessment. Stakeholder interviews were not conducted.
- Data and information collected showed that North Carolina does not verify that background checks are completed for child care agencies and child-placing agencies. The agencies indicate that clearances have been completed through a check box. In addition, there is not a clear notification process when a child protective services report has been received involving a licensed foster home supervised by a private agency. North Carolina did not demonstrate that the background clearances or provisions to ensure child safety in foster care were consistently functioning statewide.

Item 35: Diligent Recruitment of Foster and Adoptive Homes

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide.

- North Carolina received an overall rating of Area Needing Improvement for Item 35 based on information from the Statewide Assessment. Stakeholder interviews were not conducted.
- North Carolina recognized the need to improve its use of data to meet diligent recruitment requirements. Specifically, the state aims to enhance its efforts in recruiting foster and adoptive families that align with the characteristics and needs of children in foster care. Recently, North Carolina contracted with the Foster Family Alliance to develop a statewide organization focused on recruiting, training, and supporting resource families, shifting away from the previous approach of relying almost exclusively on local-level recruitment efforts.

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

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

- North Carolina received an overall rating of Area Needing Improvement for Item 36 based on information from the Statewide Assessment. Stakeholder interviews were not conducted.

- North Carolina provided data in the Statewide Assessment that did not demonstrate timely completion of Interstate Compact on the Placement of Children requests received by the state. Barriers to timely completion of home studies included turnover of county staff and a reduction in the availability of foster parent training. North Carolina uses cross-jurisdictional resources effectively, such as the North Carolina Adoption Exchange (NC Kids) and AdoptUSKids, to recruit adoptive homes for waiting children.

IV. APPENDIX A

Summary of North Carolina 2024 Child and Family Services Review Performance

I. Ratings for Safety, Permanency, and Well-Being Outcomes and Items and Performance on Statewide Data Indicators

Outcome Achievement: Outcomes may be rated as in substantial conformity or not in substantial conformity. 95% of the applicable cases reviewed must be rated as having substantially achieved the outcome for the state to be in substantial conformity with the outcome.

Item Achievement: Items may be rated as a Strength or as an Area Needing Improvement. For an overall rating of Strength, 90% of the cases reviewed for the item (with the exception of Item 1 and Item 16) must be rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies.

Statewide Data Indicators: For Safety Outcome 1 and Permanency Outcome 1, the state's performance is also considered against the national performance for each statewide data indicator. State performance may be statistically better, worse, or no different than the national performance. If a state did not provide the required data or did not meet the applicable item data quality limits, the CB did not calculate the state's performance for the statewide data indicator.

RSP (Risk-Standardized Performance) is derived from a multi-level statistical model, reflects the state's performance relative to states with similar children, and takes into account the number of children the state served, the age distribution of these children and, for some indicators, the state's entry rate. It uses risk adjustment to minimize differences in outcomes due to factors over which the state has little control and provides a fairer comparison of state performance against national performance.

RSP Interval is the 95% confidence interval estimate for the state's RSP. The values shown are the lower RSP and upper RSP of the interval estimate. The interval accounts for the amount of uncertainty associated with the RSP. For example, the CB is 95% confident that the true value of the RSP is between the lower and upper limit of the interval.

Data Period(s) Used refers to the initial 12-month period and the period(s) of data needed to follow the children to observe their outcomes. The FY or federal fiscal year refers to NCANDS data, which spans the 12-month period October 1–September 30. All other periods refer to AFCARS data. "A" refers to the 6-month period October 1–March 31. "B" refers to the 6-month period April 1–September 30. The 2-digit year refers to the calendar year in which the period ends.

SAFETY OUTCOME 1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT.

Data Element	Overall Determination	State Performance
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.	Not in Substantial Conformity	61% Substantially Achieved
Item 1: Timeliness of investigations	Area Needing Improvement	61% Strength

DATA INDICATORS FOR SAFETY OUTCOME 1

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Maltreatment in foster care (victimizations per 100,000 days in care)	9.07	Worse Than National Performance	Lower	13.79	12.48–15.24	21A–21B, FY 21–22
Recurrence of maltreatment	9.7%	Worse Than National Performance	Lower	13.4%	12.9%–13.9%	FY 21–22

SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

Data Element	Overall Determination	State Performance
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.	Not in Substantial Conformity	45% Substantially Achieved
Item 2: Services to protect child(ren) in the home and prevent removal or re-entry into foster care	Area Needing Improvement	59% Strength
Item 3: Risk and safety assessment and management	Area Needing Improvement	51% Strength

PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS.

Data Element	Overall Determination	State Performance
Permanency Outcome 1: Children have permanency and stability in their living situations.	Not in Substantial Conformity	8% Substantially Achieved
Item 4: Stability of foster care placement	Area Needing Improvement	70% Strength
Item 5: Permanency goal for child	Area Needing Improvement	33% Strength
Item 6: Achieving reunification, guardianship, adoption, or another planned permanent living arrangement	Area Needing Improvement	28% Strength

DATA INDICATORS FOR PERMANENCY OUTCOME 1

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Permanency in 12 months for children entering foster care	35.2%	Worse Than National Performance	Higher	26.2%	24.9%–27.5%	21A–23A
Permanency in 12 months for children in foster care 12–23 months	43.8%	Worse Than National Performance	Higher	35.5%	33.7%–37.4%	22B–23A
Permanency in 12 months for children in foster care 24 months or more	37.3%	Worse Than National Performance	Higher	28.9%	27.6%–30.3%	22B–23A
Re-entry to foster care in 12 months	5.6%	Better Than National Performance	Lower	2.5%	2.0%–3.1%	21B–23A
Placement stability (moves per 1,000 days in care)	4.48	Worse Than National Performance	Lower	5.23	5.08–.393	22B–23A

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

Data Element	Overall Determination	State Performance
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.	Not in Substantial Conformity	65% Substantially Achieved
Item 7: Placement with siblings	Strength	92% Strength
Item 8: Visiting with parents and siblings in foster care	Area Needing Improvement	80% Strength
Item 9: Preserving connections	Area Needing Improvement	63% Strength
Item 10: Relative placement	Area Needing Improvement	74% Strength
Item 11: Relationship of child in care with parents	Area Needing Improvement	40% Strength

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.	Not in Substantial Conformity	38% Substantially Achieved
Item 12: Needs and services of child, parents, and foster parents	Area Needing Improvement	38% Strength
Sub-Item 12A: Needs assessment and services to children	Area Needing Improvement	82% Strength
Sub-Item 12B: Needs assessment and services to parents	Area Needing Improvement	35% Strength
Sub-Item 12C: Needs assessment and services to foster parents	Area Needing Improvement	88% Strength
Item 13: Child and family involvement in case planning	Area Needing Improvement	78% Strength
Item 14: Caseworker visits with child	Area Needing Improvement	89% Strength
Item 15: Caseworker visits with parents	Area Needing Improvement	53% Strength

WELL-BEING OUTCOME 2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.	Not in Substantial Conformity	86% Substantially Achieved
Item 16: Educational needs of the child	Area Needing Improvement	86% Strength

WELL-BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.	Not in Substantial Conformity	46% Substantially Achieved
Item 17: Physical health of the child	Area Needing Improvement	58% Strength
Item 18: Mental/behavioral health of the child	Area Needing Improvement	53% Strength

II. Ratings for Systemic Factors

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined on the basis of ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required.

STATEWIDE INFORMATION SYSTEM

Data Element	Source of Data and Information	State Performance
Statewide Information System	Statewide Assessment	Not in Substantial Conformity
Item 19: Statewide Information System	Statewide Assessment	Area Needing Improvement

CASE REVIEW SYSTEM

Data Element	Source of Data and Information	State Performance
Case Review System	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 20: Written Case Plan	Statewide Assessment	Area Needing Improvement
Item 21: Periodic Reviews	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 22: Permanency Hearings	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 23: Termination of Parental Rights	Statewide Assessment	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Statewide Assessment	Area Needing Improvement

QUALITY ASSURANCE SYSTEM

Data Element	Source of Data and Information	State Performance
Quality Assurance System	Statewide Assessment	Not in Substantial Conformity
Item 25: Quality Assurance System	Statewide Assessment	Area Needing Improvement

STAFF AND PROVIDER TRAINING

Data Element	Source of Data and Information	State Performance
Staff and Provider Training	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity

Data Element	Source of Data and Information	State Performance
Item 26: Initial Staff Training	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 27: Ongoing Staff Training	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 28: Foster and Adoptive Parent Training	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

SERVICE ARRAY AND RESOURCE DEVELOPMENT

Data Element	Source of Data and Information	State Performance
Service Array and Resource Development	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 29: Array of Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 30: Individualizing Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

AGENCY RESPONSIVENESS TO THE COMMUNITY

Data Element	Source of Data and Information	State Performance
Agency Responsiveness to the Community	Statewide Assessment and Stakeholder Interviews	Substantial Conformity
Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 32: Coordination of CFSP Services With Other Federal Programs	Statewide Assessment and Stakeholder Interviews	Strength

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

Data Element	Source of Data and Information	State Performance
Foster and Adoptive Parent Licensing, Recruitment, and Retention	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 33: Standards Applied Equally	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 34: Requirements for Criminal Background Checks	Statewide Assessment	Area Needing Improvement
Item 35: Diligent Recruitment of Foster and Adoptive Homes	Statewide Assessment	Area Needing Improvement
Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements	Statewide Assessment	Area Needing Improvement

APPENDIX B: PRACTICE PERFORMANCE REPORT North Carolina CFSR (State-Led) 2024

The Practice Performance Report provides an aggregated summary of practice performance for all 18 items in the Onsite Review Instrument and Instructions (OSRI) for all approved and final cases from all the sites in the [state] CFSR ([CB-Led/State-Led]) and includes a breakdown of performance by case type. Please refer to the Rating Criteria section at the end of each item in the OSRI to identify which responses to questions will result in a Strength rating. For more information on the OSRI, see <https://www.cfsrportal.acf.hhs.gov/resources/round-4-resources/cfsr-round-4-instruments-tools-and-guides>

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment

Practice Description	All Case Types— Performance of Applicable Cases
(Question 1A) Investigations or assessments were initiated in accordance with the state’s timeframes and requirements in cases.	57.14% (16 of 28)
(Question 1B) Face-to-face contact with the child(ren) who is (are) the subject of the report were made in accordance with the state’s timeframes and requirements in cases.	57.14% (16 of 28)
(Question 1C) Reasons for delays in initiation of investigations or assessments and/or face-to-face contact were due to circumstances beyond the control of the agency.	8.33% (1 of 12)
Item 1 Strength Ratings	60.71% (17 of 28)

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 2A and 2B) Agency made concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry or reentry into foster care.	25% (4 of 16)	56% (14 of 25)	43.9% (18 of 41)
(Questions 2A and 2B) Although the agency did not make concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry into foster care, the child(ren) was removed from the home because this action was necessary to ensure the child’s safety.	12.5% (2 of 16)	Not Applicable	12.5% (2 of 16)
(Questions 2A and 2B) Agency did not make concerted efforts to provide services and the child was removed without providing appropriate services.	18.75% (3 of 16)	Not Applicable	18.75% (3 of 16)
(Questions 2A and 2B) Concerted efforts were not made to provide appropriate services to address safety/risk issues and the child(ren) remained in the home.	18.75% (3 of 16)	44% (11 of 25)	34.15% (14 of 41)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 2 Strength Ratings	62.5% (10 of 16)	56% (14 of 25)	58.54% (24 of 41)

Item 3: Risk and Safety Assessment and Management

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 3A1) There were no maltreatment allegations about the family that were not formally reported or formally investigated/assessed.	95% (38 of 40)	96% (24 of 25)	95.38% (62 of 65)
(Question 3A1) There were no maltreatment allegations that were not substantiated despite evidence that would support substantiation.	100% (40 of 40)	100% (25 of 25)	100% (65 of 65)
(Question 3A) The agency conducted an initial assessment that accurately assessed all risk and safety concerns.	72.73% (8 of 11)	70.59% (12 of 17)	71.43% (20 of 28)
(Question 3B) The agency conducted ongoing assessments that accurately assessed all risk and safety concerns.	67.5% (27 of 40)	56% (14 of 25)	63.08% (41 of 65)
(Question 3C) When safety concerns were present, the agency developed an appropriate safety plan with the family and continually monitored the safety plan as needed, including monitoring family engagement in safety-related services.	43.75% (7 of 16)	36.36% (8 of 22)	39.47% (15 of 38)
(Question 3D) There were no safety concerns pertaining to children in the family home that were not adequately or appropriately addressed by the agency.	76.19% (16 of 21)	77.78% (14 of 18)	76.92% (30 of 39)
(Question 3E) There were no concerns related to the safety of the target child in foster care during visitation with parent(s)/caregiver(s) or other family members that were not adequately or appropriately addressed by the agency.	96.67% (29 of 30)	Not Applicable	96.67% (29 of 30)
(Question 3F) There were no concerns for the target child's safety in the foster home or placement facility that were not adequately or appropriately addressed by the agency.	95% (38 of 40)	Not Applicable	95% (38 of 40)
Item 3 Strength Ratings	62.5% (25 of 40)	32% (8 of 25)	50.77% (33 of 65)

Permanency Outcome 1: Children have permanency and stability in their living situations.

Item 4: Stability of Foster Care Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 4B) Placement changes for the child were planned by the agency in an effort to achieve the child's case goals or to meet the needs of the child.	30.77% (4 of 13)	30.77% (4 of 13)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 4C) The child's current or most recent placement setting is stable.	90% (36 of 40)	90% (36 of 40)
Item 4 Strength Ratings	70% (28 of 40)	70% (28 of 40)

Item 5: Permanency Goal for Child

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 5A3) Permanency goal(s) is (are) specified in the case file.	100% (40 of 40)	100% (40 of 40)
(Question 5B) Permanency goals in effect during the period under review were established in a timely manner.	75% (30 of 40)	75% (30 of 40)
(Question 5C) Permanency goals in effect during the period under review were appropriate to the child's needs for permanency and to the circumstances of the case.	35% (14 of 40)	35% (14 of 40)
(Question 5D) Child has been in foster care for at least 15 of the most recent 22 months.	60% (24 of 40)	60% (24 of 40)
(Questions 5E) Child meets other Adoption and Safe Families Act criteria for termination of parental rights (TPR).	0% (0 of 16)	0% (0 of 16)
(Questions 5F and 5G) The agency filed or joined a TPR petition before the period under review (PUR) or in a timely manner during the PUR or an exception applied.	81.82% (18 of 22)	81.82% (18 of 22)
Item 5 Strength Ratings	32.5% (13 of 40)	32.5% (13 of 40)

Item 6: Achieving Reunification, Guardianship, Adoption, or Another Planned Permanent Living Arrangement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve reunification in a timely manner.	0% (0 of 1)	0% (0 of 1)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve guardianship in a timely manner.	0% (0 of 2)	0% (0 of 2)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve adoption in a timely manner.	0% (0 of 1)	0% (0 of 1)
(Questions 6A4 and 6C) The agency and court made concerted efforts to place a child with a goal of Another Planned Permanent Living Arrangement (APPLA) in a living arrangement that can be considered permanent until discharge from foster care.	0	0
(Questions 6A4 and B or 6A4 and C) The agency and court made concerted efforts to achieve concurrent goals. If one of two concurrent goals was achieved during the period under review, rating is based on the goal that was achieved.	30.56% (11 of 36)	30.56% (11 of 36)
Item 6 Strength Ratings	27.5% (11 of 40)	27.5% (11 of 40)

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

Item 7: Placement With Siblings

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 7A) The child was placed with all siblings who also were in foster care.	41.67% (10 of 24)	41.67% (10 of 24)
(Question 7B) When all siblings were not placed together, there was a valid reason for the child's separation from siblings in placement.	85.71% (12 of 14)	85.71% (12 of 14)
Item 7 Strength Ratings	91.67% (22 of 24)	91.67% (22 of 24)

Item 8: Visiting With Parents and Siblings in Foster Care

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 8A1) The usual frequency of visits between the child and mother was more than once a week.	9.09% (2 of 22)	9.09% (2 of 22)
(Question 8A1) The usual frequency of visits between the child and mother was once a week.	22.73% (5 of 22)	22.73% (5 of 22)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a week but at least twice a month.	18.18% (4 of 22)	18.18% (4 of 22)
(Question 8A1) The usual frequency of visits between the child and mother was less than twice a month but at least once a month.	9.09% (2 of 22)	9.09% (2 of 22)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a month.	31.82% (7 of 22)	31.82% (7 of 22)
(Question 8A1) Child never had visits with mother.	9.09% (2 of 22)	9.09% (2 of 22)
(Question 8A) Concerted efforts were made to ensure that the frequency of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	81.82% (18 of 22)	81.82% (18 of 22)
(Question 8C) Concerted efforts were made to ensure that the quality of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	94.74% (18 of 19)	94.74% (18 of 19)
(Questions 8A and 8C) The frequency and quality of visitation between the child and mother was sufficient to maintain and promote the continuity of the relationship.	81.82% (18 of 22)	81.82% (18 of 22)
(Question 8B1) The usual frequency of visits between the child and father was more than once a week.	11.76% (2 of 17)	11.76% (2 of 17)
(Question 8B1) The usual frequency of visits between the child and father was once a week.	17.65% (3 of 17)	17.65% (3 of 17)
(Question 8B1) The usual frequency of visits between the child and father was less than once a week but at least twice a month.	11.76% (2 of 17)	11.76% (2 of 17)
(Question 8B1) The usual frequency of visits between the child and father was less than twice a month but at least once a month.	5.88% (1 of 17)	5.88% (1 of 17)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 8B1) The usual frequency of visits between the child and father was less than once a month.	23.53% (4 of 17)	23.53% (4 of 17)
(Question 8B1) Child never had visits with father.	29.41% (5 of 17)	29.41% (5 of 17)
(Question 8B) Concerted efforts were made to ensure that the frequency of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	76.47% (13 of 17)	76.47% (13 of 17)
(Question 8D) Concerted efforts were made to ensure that the quality of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	90.91% (10 of 11)	90.91% (10 of 11)
(Questions 8B and 8D) The frequency and quality of visitation between the child and father was sufficient to maintain and promote the continuity of the relationship.	76.47% (13 of 17)	76.47% (13 of 17)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was more than once a week.	0% (0 of 14)	0% (0 of 14)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was once a week.	14.29% (2 of 14)	14.29% (2 of 14)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a week but at least twice a month.	21.43% (3 of 14)	21.43% (3 of 14)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than twice a month but at least once a month.	21.43% (3 of 14)	21.43% (3 of 14)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a month.	42.86% (6 of 14)	42.86% (6 of 14)
(Question 8E1) Child never had visits with siblings in foster care.	0% (0 of 14)	0% (0 of 14)
(Question 8E) Concerted efforts were made to ensure that the frequency of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	78.57% (11 of 14)	78.57% (11 of 14)
(Question 8F) Concerted efforts were made to ensure that the quality of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	100% (14 of 14)	100% (14 of 14)
(Questions 8E and 8F) The frequency and quality of visitation with siblings in foster care was sufficient to maintain and promote the continuity of the relationship.	78.57% (11 of 14)	78.57% (11 of 14)
Item 8 Strength Ratings	80% (24 of 30)	80% (24 of 30)

Item 9: Preserving Connections

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 9A) Concerted efforts were made to maintain the child's important connections (for example, neighborhood, community, faith, language, extended family members including siblings who are not in foster care, Tribe, school, and/or friends).	62.5% (25 of 40)	62.5% (25 of 40)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 9 Strength Ratings	62.5% (25 of 40)	62.5% (25 of 40)

Item 10: Relative Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 10A1) The child's current, or most recent, placement was with a relative.	28.21% (11 of 39)	28.21% (11 of 39)
(Question 10A2) The child's current or most recent placement with a relative was appropriate to the child's needs.	100% (11 of 11)	100% (11 of 11)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Identify maternal relatives.	71.43% (5 of 7)	71.43% (5 of 7)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Locate maternal relatives.	71.43% (5 of 7)	71.43% (5 of 7)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Inform maternal relatives.	85.71% (6 of 7)	85.71% (6 of 7)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Evaluate maternal relatives.	100% (7 of 7)	100% (7 of 7)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Identify paternal relatives.	75% (6 of 8)	75% (6 of 8)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Locate paternal relatives.	75% (6 of 8)	75% (6 of 8)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Inform paternal relatives.	87.5% (7 of 8)	87.5% (7 of 8)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Evaluate paternal relatives.	100% (8 of 8)	100% (8 of 8)
Item 10 Strength Ratings	74.36% (29 of 39)	74.36% (29 of 39)

Item 11: Relationship of Child in Care With Parents

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 11A) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her mother.	45.45% (10 of 22)	45.45% (10 of 22)
(Question 11B) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her father.	35.29% (6 of 17)	35.29% (6 of 17)
Item 11 Strength Ratings	40% (10 of 25)	40% (10 of 25)

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

Item 12: Needs and Services of Child, Parents, and Foster Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 12 Strength Ratings	40% (16 of 40)	36% (9 of 25)	38.46% (25 of 65)

Sub-Item 12A: Needs Assessment and Services to Children

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12A1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the children's needs.	85% (34 of 40)	80% (20 of 25)	83.08% (54 of 65)
(Question 12A2) Appropriate services were provided to meet the children's needs.	78.13% (25 of 32)	68.75% (11 of 16)	75% (36 of 48)
Sub-Item 12A Strength Ratings	82.5% (33 of 40)	80% (20 of 25)	81.54% (53 of 65)

Sub-Item 12B: Needs Assessment and Services to Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12B1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the mother's needs	60% (15 of 25)	76% (19 of 25)	68% (34 of 50)
(Question 12B3) Appropriate services were provided to meet the mother's needs.	52% (13 of 25)	62.5% (15 of 24)	57.14% (28 of 49)
(Questions 12B1 and B3) Concerted efforts were made to assess and address the needs of mothers.	52% (13 of 25)	56% (14 of 25)	54% (27 of 50)
(Question 12B2) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the father's needs.	44% (11 of 25)	75% (15 of 20)	57.78% (26 of 45)
(Question 12B4) Appropriate services were provided to meet the father's needs.	28% (7 of 25)	47.06% (8 of 17)	35.71% (15 of 42)
(Questions 12B2 and 12B4) Concerted efforts were made to assess and address the needs of fathers.	28% (7 of 25)	50% (10 of 20)	37.78% (17 of 45)
Sub-Item 12B Strength Ratings	31.03% (9 of 29)	40% (10 of 25)	35.19% (19 of 54)

Sub-Item 12C: Needs Assessment and Services to Foster Parents

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12C1) The agency adequately assessed the needs of the foster or pre-adoptive parents related to caring for children in their care on an ongoing basis.	96.88% (31 of 32)	96.88% (31 of 32)
(Question 12C2) The agency provided appropriate services to foster and pre-adoptive parents related to caring for children in their care.	86.21% (25 of 29)	86.21% (25 of 29)
Sub-Item 12C Strength Ratings	87.5% (28 of 32)	87.5% (28 of 32)

Item 13: Child and Family Involvement in Case Planning

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 13A) The agency made concerted efforts to actively involve the child in the case planning process.	96.15% (25 of 26)	100% (21 of 21)	97.87% (46 of 47)
(Question 13B) The agency made concerted efforts to actively involve the mother in the case planning process.	70.83% (17 of 24)	88% (22 of 25)	79.59% (39 of 49)
(Question 13C) The agency made concerted efforts to actively involve the father in the case planning process.	66.67% (14 of 21)	84.21% (16 of 19)	75% (30 of 40)
Item 13 Strength Ratings	76.32% (29 of 38)	80% (20 of 25)	77.78% (49 of 63)

Item 14: Caseworker Visits With Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was more than once a week.	0% (0 of 40)	0% (0 of 25)	0% (0 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was once a week.	5% (2 of 40)	8% (2 of 25)	6.15% (4 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a week but at least twice a month.	17.5% (7 of 40)	76% (19 of 25)	40% (26 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than twice a month but at least once a month.	70% (28 of 40)	12% (3 of 25)	47.69% (31 of 65)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a month.	5% (2 of 40)	4% (1 of 25)	4.62% (3 of 65)
(Question 14A1) Caseworker never had visits with child(ren).	2.5% (1 of 40)	0% (0 of 25)	1.54% (1 of 65)
(Question 14A) The typical pattern of visits between the caseworker and the child (ren) was sufficient.	90% (36 of 40)	88% (22 of 25)	89.23% (58 of 65)
(Question 14B) The quality of visits between the caseworker and the child(ren) was sufficient.	92.31% (36 of 39)	100% (25 of 25)	95.31% (61 of 64)
Item 14 Strength Ratings	90% (36 of 40)	88% (22 of 25)	89.23% (58 of 65)

Item 15: Caseworker Visits With Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15A1) The typical pattern of visits between the caseworker and mother was more than once a week.	0% (0 of 24)	0% (0 of 25)	0% (0 of 49)
(Question 15A1) The typical pattern of visits between the caseworker and mother was once a week.	4.17% (1 of 24)	8% (2 of 25)	6.12% (3 of 49)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a week but at least twice a month.	20.83% (5 of 24)	68% (17 of 25)	44.9% (22 of 49)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than twice a month but at least once a month.	25% (6 of 24)	4% (1 of 25)	14.29% (7 of 49)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a month.	33.33% (8 of 24)	16% (4 of 25)	24.49% (12 of 49)
(Question 15A1) Caseworker never had visits with mother.	16.67% (4 of 24)	4% (1 of 25)	10.2% (5 of 49)
(Question 15A2) The typical pattern of visits between the caseworker and the mother was sufficient.	50% (12 of 24)	76% (19 of 25)	63.27% (31 of 49)
(Question 15C) The quality of visits between the caseworker and the mother was sufficient.	70% (14 of 20)	95.83% (23 of 24)	84.09% (37 of 44)
(Questions 15A2 and 15C) Both the frequency and quality of caseworker visitation with the mother were sufficient.	45.83% (11 of 24)	72% (18 of 25)	59.18% (29 of 49)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15B1) The typical pattern of visits between the caseworker and father was more than once a week.	0% (0 of 21)	0% (0 of 19)	0% (0 of 40)
(Question 15B1) The typical pattern of visits between the caseworker and father was once a week.	4.76% (1 of 21)	5.26% (1 of 19)	5% (2 of 40)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a week but at least twice a month.	0% (0 of 21)	47.37% (9 of 19)	22.5% (9 of 40)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than twice a month but at least once a month.	23.81% (5 of 21)	15.79% (3 of 19)	20% (8 of 40)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a month.	52.38% (11 of 21)	21.05% (4 of 19)	37.5% (15 of 40)
(Question 15B1) Caseworker never had visits with father.	19.05% (4 of 21)	10.53% (2 of 19)	15% (6 of 40)
(Question 15B2) The typical pattern of visits between the caseworker and the father was sufficient.	33.33% (7 of 21)	73.68% (14 of 19)	52.5% (21 of 40)
(Question 15D) The quality of visits between the caseworker and the father was sufficient.	70.59% (12 of 17)	94.12% (16 of 17)	82.35% (28 of 34)
(Question 15B2 and 15D) Both the frequency and quality of caseworker visitation with the father were sufficient.	33.33% (7 of 21)	73.68% (14 of 19)	52.5% (21 of 40)
Item 15 Strength Ratings	39.29% (11 of 28)	68% (17 of 25)	52.83% (28 of 53)

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

Item 16: Educational Needs of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 16A) The agency made concerted efforts to accurately assess the children's educational needs.	93.94% (31 of 33)	88.89% (8 of 9)	92.86% (39 of 42)
(Question 16B) The agency made concerted efforts to address the children's educational needs through appropriate services.	80.95% (17 of 21)	77.78% (7 of 9)	80% (24 of 30)
Item 16 Strength Ratings	87.88% (29 of 33)	77.78% (7 of 9)	85.71% (36 of 42)

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

Item 17: Physical Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 17A1) The agency accurately assessed the children's physical health care needs.	82.5% (33 of 40)	60% (3 of 5)	80% (36 of 45)
(Question 17B1) The agency provided appropriate oversight of prescription medications for the physical health issues of the target child in foster care.	81.48% (22 of 27)	Not Applicable	81.48% (22 of 27)
(Question 17B2) The agency ensured that appropriate services were provided to the children to address all identified physical health needs.	75% (27 of 36)	50% (2 of 4)	72.5% (29 of 40)
(Question 17A2) The agency accurately assessed the children's dental health care needs.	75% (30 of 40)	33.33% (1 of 3)	72.09% (31 of 43)
(Question 17B3) The agency ensured that appropriate services were provided to the children to address all identified dental health needs.	63.16% (24 of 38)	0% (0 of 2)	60% (24 of 40)
Item 17 Strength Ratings	57.5% (23 of 40)	60% (3 of 5)	57.78% (26 of 45)

Item 18: Mental/Behavioral Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 18A) The agency accurately assessed the children's mental/behavioral health needs.	81.48% (22 of 27)	55.56% (10 of 18)	71.11% (32 of 45)
(Question 18B) The agency provided appropriate oversight of prescription medications for the mental/behavioral health issues of the target child in foster care.	80% (12 of 15)	Not Applicable	80% (12 of 15)
(Question 18C) The agency ensured that appropriate services were provided to the children to address all identified mental/behavioral health needs.	65.38% (17 of 26)	35.29% (6 of 17)	53.49% (23 of 43)
Item 18 Strength Ratings	62.96% (17 of 27)	38.89% (7 of 18)	53.33% (24 of 45)