

ACHIEVEMENT GUIDE

Reaching for Excellence and Accountability in Practice



June 2017

REACHING FOR EXCELLENCE AND ACCOUNTABILITY IN PRACTICE

North Carolina continues to work to improve child welfare outcomes throughout the state. Reaching for Excellence and Accountability in Practice (REAP) is the continuous quality improvement model implemented in the state that is focused on a set of achievements, conducting county self-assessment, and providing technical assistance and support to counties throughout North Carolina. REAP began in 2009 in a subset of eight pilot counties in North Carolina and has grown to serve all counties. More information about the history of REAP is available [here](#) and [here](#).

Achievement Guide

This document introduces each of the North Carolina Child Welfare Achievements identified in the Reaching for Excellence and Accountability in Practice Achievement Guide (Guide). This includes guidance about each achievement's definition and calculation, as well as resources to assist with locating supplemental information and historical indicators. The report for a specific county may be obtained using the drop down menu in the **upper right hand corner** of the [Achievement Guide Dashboard](#).

The [Management Assistance website](#) is updated monthly, as is the dynamic data system supporting the creation of the [Achievement Guide Dashboard](#) for each of North Carolina's counties. Each county's Achievement Guide Dashboard is generated using the most current data available. A blank example of the Achievement Guide Dashboard is included at the end of this document. Additional information about the data used to calculate each of the achievement indicators is available at the end of this document.

North Carolina Child Welfare Achievements

Contextual Factors

1. Annual rate of assessments for child maltreatment (per 1000 children) [State Fiscal Year (SFY)]

The annual rate of assessments for child maltreatment is calculated by dividing the number of children assessed for maltreatment by the estimated number of children living in a county. That figure is then multiplied by 1,000 to obtain a rate per thousand. The number of children assessed for maltreatment is drawn from the state's Central Registry of child abuse, neglect, and dependency cases. It represents a count of the number of unique children—based on having a different or unique Services Information System identifier (SIS ID)—assessed as a victim of maltreatment during a state fiscal year. State-level data is available [here](#).

The annual rate of assessment for child maltreatment on the achievement report is obtained by dividing the number of unique children reported in a county in a SFY by the estimated number of children living in the county on the first day of that SFY.

2. Annual rate of child victimization (per 1000 children) [SFY]

The annual rate of child victimization (per 1,000 children) is calculated by dividing the number of children with substantiated victimization by the estimated number of children living in a county. The number of children reported for victimization is drawn from the state's Central Registry of child abuse, neglect, and dependency cases. It represents a count of the number of unique children – based on having a different or unique SIS ID – reported for victimization during a SFY. The number of children with substantiated victimization is calculated by adding the number of children with findings/decisions of “abuse and neglect,” “abuse,” “neglect,” “dependency,” “services needed,” and “services provided, no longer needed.” The state-level data are available [here](#).

The annual rate of child victimization on the achievement report is obtained by dividing the number of unique children with findings/decisions of victimization in a county in a given SFY by the estimated number of children living in the county on the first day of that SFY. That figure is then multiplied by 1,000 to obtain a rate per thousand.

Child Protective Services

3. Victims of substantiated or indicated maltreatment who were NOT victims of another substantiated or indicated report within 12 months – CFSR Round 3

The CFSR Safety Performance Area 2 is *Recurrence of maltreatment*. This serves as the basis for this achievement. This indicator is calculated by determining what percentage of the children with a substantiated or indicated report of maltreatment during a 12-month period do NOT have another such report within 12 months of the first report. Findings of abuse and neglect, abuse, neglect, dependency, or services needed are all considered maltreatment or indicated maltreatment. The source of data for this achievement is information reported in the state's Central Registry of child abuse, neglect, and dependency cases.

State level information on this achievement is available [here](#) and [here](#).

4. Annual CPS reports screened out [Calendar Year]

This achievement is based on information reported in the North Carolina Child Welfare Workforce Data Book. It is calculated by dividing the number of reports screened out in a SFY by the sum of number of reports screened out plus the number of reports accepted.

5. Children who received in-home services who were not victims of repeat maltreatment

This achievement is based on information reported in the state's Services Information System for clients receiving any services from county departments of social services and Central Registry of child

abuse, neglect, and dependency cases. This is a calculation of the percentage of children who received in-home services who were not victims of repeat maltreatment within 365 days of completing in-home services. This excludes children whose service started and ended on the same day.

Foster Care

6. Of all children in foster care during a 12-month period, the rate of victimization per 100,000 days of care – CFSR Round 3

CFSR Safety Performance Area 1 is *Maltreatment in Foster Care*. This serves as the basis for this achievement. The numerator for this calculation is the total number of substantiated or indicated reports of maltreatment (by any perpetrator) during a foster care episode within the 12-month period. This is then divided by the denominator, which is defined as the number of days these children were in foster care during the 12-month period. The measure is scaled to represent the rate of victimization per 100,000 days of care. The source of data for this achievement is information reported in the state's Central Registry of child abuse, neglect, and dependency cases and Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

Additional information on this indicator is available [here](#) and [here](#).

7. Of all children who entered foster care in a 12-month period, the placement moves per 1,000 days of care – CFSR Round 3

CFSR Permanency Performance Area 4: *Placement stability* is the basis for this achievement. The denominator for this calculation is the total number of days children who entered foster care in a 12-month period were in care during the 12-month period. The numerator for this calculation is the total number of placement moves in a 12-month period experienced by these children. The measure is scaled to represent the number of placement moves per 1,000 days of care. The source of data for this achievement is information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

Additional information is available [here](#) and [here](#).

Permanency

8. All children who entered foster care in a 12-month period, who discharged to permanency (i.e. placement with parents, relative, guardian, or adoption) within 12 months – CFSR Round 3

CFSR Permanency Performance Area 1 is *Permanency in 12 months for children entering foster care*. This indicator serves as the basis for this achievement. It is calculated by dividing the number of children who discharged to permanency within 12 months of entering foster care and before turning 18 by the

denominator, which is the number of children who entered foster care in a 12-month period. The source of data for this achievement is information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

Additional information on this indicator is available [here](#) and [here](#).

9. All children in foster care on the first day of the year who had been in foster care 12-23 months, who discharged to permanency within 12 months – CFSR Round 3

CFSR Permanency Performance Area 4 is *Permanency in 12 months for children in foster care 12 to 23 months*. This indicator serves as the basis for this achievement. It is similar to #8, except that it considers children who have been in foster care 12 to 23 months. Specifically, the numerator is defined as the number of children in the denominator who discharged from foster care to permanency within 12 months of the first day of the 12-month period and before turning 18. The denominator is the number of children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months. The source of data for this achievement is information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

Additional information is available [here](#) and [here](#).

10. All children in foster care on the first day of the year who had been in foster care \geq 24 months who discharged to permanency within 12 months – CFSR Round 3

CFSR Permanency Performance Area 3 is *Permanency in 12 months for children in foster care 24 months or more*. This indicator serves as the basis for this achievement. This measure is similar to measures #8 and #9, except that it considers children who have been in foster care at least 24 months. The numerator is the number of children in the denominator who discharged from foster care to permanency within 12 months of the first day of the 12-month period and before turning 18. The denominator is the number of children in foster care on the first day of a 12-month period, who had been in foster care (in that episode) for 24 months or more. The source of data for this achievement is information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

Additional information is available [here](#) and [here](#).

11. Of all children who entered foster care in a 12-month period who discharged within 12 months to permanency, percentage who re-entered within 12 months of discharge – CFSR Round 3

CFSR Permanency Performance Area 4 is *Re-entry to foster care in 12 months*. This indicator serves as the basis for this achievement. For this calculation, the numerator is the number of children in the denominator who re-entered foster care within 12 months of their discharge. The denominator is the number of children who entered foster care in a 12-month period and discharged within 12 months to

reunification, live with relative(s), or guardianship. The source of data for this achievement is information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

Additional information is available [here](#) and [here](#).

Adoption

12. Non-white children free for adoption who were adopted within 1 year of TPR (Termination of Parental Rights)

This measure represents the percentage of all non-white children who became legally free for adoption in the 12-month reporting period, who were discharged from foster care to a finalized adoption in less than 12 months of becoming legally free. Data for this achievement are gathered from information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

13. Adoptions that did not disrupt

This indicator represents youth in their first placement authority (custody) whose adoptive home placements were not disrupted within 365 days. There is no constraint on which placement within a placement authority constitutes the adoption or even if it was the first adoptive placement. If there were multiple placements during the time period, then the earliest is selected. One-day placements are not counted as adoptive placements. The source of data for this achievement is information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

14. Adoptions that did not dissolve

This indicator is the percentage of youth adopted during the 12-month time period of interest, whose adoptions did not dissolve before the adoptee reached 18 years of age. It is important to note that historically, adopted youth were assigned new SIS IDs; therefore, an undercount is expected. The source of data for this achievement is information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

15. Median number of days to TPR order finalization

This indicator represents the median number of days to termination of parental rights (TPR) following entry of an order finding TPR is necessary to perfect the primary permanent plan. The source

of data for this achievement is information reported by the Court Improvement Program at the NC Administrative Office of the Courts.

Transitions from Foster Care to Adulthood

16. Youth leaving foster care after age 18 who were covered by Medicaid

This achievement indicates the percentage of youth receiving foster care services who turned 18 years old in the 12-month period of interest, who were reported as receiving Medicaid coverage after turning 18. The sources of data for this achievement are the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services and the North Carolina Division of Medical Assistance.

17. Youth who continued to receive foster care services after turning 18

This achievement indicator represents those individuals who continued to receive foster care services after reaching 18 years of age. The measure includes individuals with an exit code of emancipation from foster care followed by a new placement authority (PA). Note that the age of those who continue to receive foster care services after emancipation is not verified. That is, uncommon cases wherein emancipation occurred before age 18 are counted in this measure. The source of data for this achievement is information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services.

18. Number of eligible youth who pursued post-secondary education within NC Reach and ETV

NC Reach and the NC Education and Training Voucher (ETV) system provide data from their programs for this achievement indicator. This achievement represents the number of youth who met the eligibility requirements for these programs and utilized them to pursue post-secondary education.

Racial Disparity

These achievements reflect differences in experiences by racial group. Specifically, the measures compare experiences of non-white and white populations. All of these indicators are derived from two ratios in each case. For each index, values greater than one indicate disparity in the non-white direction, i.e., a relative over-representation of the non-white population.

19. Disparity index for non-white children investigated for maltreatment

This numerator for this achievement is calculated by dividing the total number of non-white children in North Carolina investigated for maltreatment by the total number of non-white children in North Carolina. Next, the denominator is obtained by dividing the total number of white children in North

Carolina investigated for maltreatment by the total number of white children in North Carolina. The numerator is then divided by the denominator, which provides the disparity index for this achievement. The sources of data for this achievement are information reported in the state's Central Registry of child abuse, neglect, and dependency cases, and U.S. Census data.

20. Disparity index for non-white children found to have been maltreated

This numerator for this achievement is calculated by dividing the total number of non-white children in North Carolina found to have been maltreated by the total number of non-white children in North Carolina investigated for maltreatment. Next, the denominator is obtained by dividing the total number of white children in North Carolina found to have been maltreated by the total number of white children in North Carolina investigated for maltreatment. The numerator is then divided by the denominator, which provides the disparity index for this achievement. The sources of data for this achievement are information reported in the state's Central Registry of child abuse, neglect, and dependency cases.

21. Disparity index for non-white children's initial entries into care

This numerator for this achievement is calculated by dividing the total number of non-white children's initial entries into care by the total number of non-white children in North Carolina. Next, the denominator is obtained by dividing the total number of white children's initial entries into care by the total number of white children in North Carolina. The numerator is then divided by the denominator, which provides the disparity index for this achievement. The sources of data for this achievement are information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services, and U.S. Census data.

22. Disparity index for non-white children in foster care

This numerator for this achievement is calculated by dividing the total number of non-white children in foster care by the total number of non-white children in North Carolina to obtain the numerator. Next, the total number of white children in foster care is divided by the total number of white children in North Carolina to obtain the denominator. The numerator is then divided by the denominator, which provides the disparity index for this achievement. The sources of data for this achievement are information reported in the state's Child Placement and Payment System (CPPS) for children in the custody or placement authority of county departments of social services, and U.S. Census data.

State-level information on the racial classification of children in foster care for twelve-month periods is available [here](#).

Systemic factors

23. Annual social worker departure rate (resignations and terminations)

This measure represents the number of resignations and terminations as indicated in the North Carolina Child Welfare Workforce Data Book.

24. Child welfare services staffed to standard (FTEs budgeted)

This achievement indicator reflects whether child welfare services are staffed to standard at a given point in time. This indicator compares the number of budgeted FTE positions to the number of workers needed in order to meet state caseload size standards drawn from the county's caseload data as reported in the North Carolina Child Welfare Workforce Data Book. If the number of budgeted positions meets or exceeds the required number, the county (or state) "meets" this requirement; otherwise, the county "does not meet" the requirement.

25. Child welfare services staffed to standard (FTEs available > 2 weeks)

This achievement indicator also reflects whether child welfare services are staffed to meet the standard requirement at a given point in time. This indicator compares the number of workers available for more than 2 weeks in the month to the number of workers needed in order to meet state caseload size standards drawn from the county's caseload data as reported in the North Carolina Child Welfare Workforce Data Book. As for measure #24, the county (or state) "meets" or "does not meet" the requirements of this measure.

Achievement Guide Dashboard Data

The data sources for each of the North Carolina Child Welfare Achievements draw from several different sources and are made available at different points in time. The sources for many of the measures are administrative data systems maintained by the Division of Social Services of the North Carolina Department of Health and Human Services. These systems include the [Services Information System](#), [Central Registry](#), and [Child Placement and Payment System](#).

Several achievement measures are designed to replicate Round 3 of the United States Department of Health and Human Services Administration for Children and Families (US DHHS ACF) Statewide Data Indicators and National Standards for Child and Family Services Reviews (CFSR). Additional information about Round 3 of the CFSR is available [here](#), including specific information about the data indicators in this [document](#). Note that CFSR Round 3 measures reported here are not risk-standardized according to state or county risk factors—these measures are generally standardized when reported in official CFSR documents, to facilitate inter-state comparisons. The feasibility of county-based risk standardization remains to be investigated.

Please note that the measures presented here are calculated using the longitudinal files refreshed monthly using the state data. These longitudinal files gather information about children over the entire time period they are involved with the child welfare system. Since the official federal numbers are calculated using point-in-time data files (which represent children's experiences at a particular time point) that are submitted annually or biannually, the measures reported here will deviate from the official federal numbers.

Reports per 1,000 are typically updated on an annual basis. These reports use population information released by the [United States Census Bureau](#), generally in November of each year. The Census Bureau periodically provides an updated population estimate of each county's population. These estimates are available for different groups in the population, including individuals age 17 and younger. Information on the population estimates can be found [here](#).

Achievement measures 4, 23, 24, and 25 are drawn from the [North Carolina Child Welfare Workforce Data Book](#). The measures from the data book are updated around July of each year. These are submitted by counties throughout North Carolina to the Division of Social Services and include information such as staffing resources, open cases, and the number of children currently being served by the county agency.

Data for the Termination of Parental Rights (TPR) order finalization measure 15 are based on a rolling four quarters of data and are advanced quarterly as new data become available. Data for this measure are provided by the Court Improvement Program at the NC Administrative Office of the Courts from the JWISE information system for juvenile court cases. More information about JWISE is available [here](#).

Additional information for achievement indicators comes from other state agencies and programs. This includes information on Medicaid enrollment from the [North Carolina Division of Medical](#)

[Assistance. North Carolina Reach](#) and the [North Carolina ETV Program](#) also provide information about uptake of their program.

It is important to note that in certain locations, there may be small values present when generating certain data elements (i.e., there were few members of a population used to calculate the element). If this occurs, it is noted on the Achievement Guide Dashboard. The value listed in these instances may be unreliable and should be treated with caution.

Management Assistance for Child Welfare, Work First, and Food & Nutrition Services in North Carolina

This program strives to support use and understanding of data to improve child welfare and other social services programs throughout North Carolina. This provides each county with the ability to monitor its own progress on various performance metrics. In addition to producing reports for individual counties, the website can provide reports for all the children receiving child welfare services statewide. This can help managers and staff in state and county departments of social services, as well as the public, in several ways including:

- Understanding what happens to children and families who become involved in the child welfare system.
- Providing easy access to detailed information about the experiences of children who are assessed for maltreatment or who enter the custody of a county department of social services in North Carolina (termed "placement authority").
- For children in placement authority, making it possible to track experiences from the initial placement through all subsequent placements, and finally, to a permanent placement with the child's birth family, an adoptive family, or a guardian.
- Measuring the rate at which children reenter placement authority.

By compiling information about all the children who are assessed for maltreatment or enter placement authority, it is possible to understand the changing dynamics of participation in child welfare programs.

SAMPLE DASHBOARD

NORTH CAROLINA CHILD WELFARE ACHIEVEMENTS

Your County - Year Quarter

Note: Data for this report represent the 12-month period beginning in *Month Year* and ending in *Month Year*. Exceptions are noted for individual data elements.

	Statewide Performance Standard	NC's Performance for Year Quarter	County's Performance for Year Quarter
Contextual Factors			
1. Annual rate of reports assessed for child maltreatment (per 1,000 children) [SFY Year]			
2. Annual rate of child victimization (per 1,000 children) [SFY Year]			
Child Protective Services			
3. Victims of substantiated or indicated maltreatment who were NOT victims of another substantiated or indicated report within 12 months — CFSR Round 3 ¹	91.50%		
4. Annual CPS reports screened out [Calendar Year] ²			
5. Children who received in-home services who were not victims of repeat maltreatment			
Foster Care			
6. Of all children in foster care during a 12-month period, the rate of victimization per 100,000 days of care — CFSR Round 3 ¹	8.50		
7. Of all children who entered foster care in a 12-month period, the placement moves per 1,000 days of care — CFSR Round 3 ¹	4.10		
Permanency			
8. All children who entered foster care in a 12-month period, who discharged to permanency (i.e., placement with parents, relative, guardian, or adoption) within 12 months — CFSR Round 3 ¹	40.50%		
9. All children in foster care on the first day of the year who had been in foster care 12-23 months, who discharged to permanency within 12 months — CFSR Round 3 ¹	43.60%		
10. All children in foster care on the first day of the year who had been in foster care >= 24 months, who discharged to permanency within 12 months — CFSR Round 3 ¹	30.30%		
11. Of all children who entered foster care in a 12-month period who discharged within 12 months to permanency, percentage who re-entered within 12 months of discharge — CFSR Round 3 ¹	8.30%		
Adoption			
12. Non-white children free for adoption who were adopted within 1 year of TPR			
13. Adoptions that did not disrupt			
14. Adoptions that did not dissolve			
15. Median number of days to TPR order finalization			
Transitions from Foster Care to Adulthood			
16. Youth leaving foster care after age 18 who were covered by Medicaid			
17. Youth who continued to receive foster care services after turning 18			
18. Number of eligible youth who pursued post-secondary education within NC Reach and ETV			

	Statewide Performance Standard	NC's Performance for Year Quarter	County's Performance for Year Quarter
Racial Disparity³			
19. Disparity index for non-white children investigated for maltreatment	1.00		
20. Disparity index for non-white children found to have been maltreated **	1.00		
21. Disparity index for non-white children's initial entries into care **	1.00		
22. Disparity index for non-white children in foster care **	1.00		
Systemic factors			
23. Annual social worker departure rate (resignations and terminations)	15.00%		
24. Child welfare services staffed to standard (FTEs budgeted)			
25. Child welfare services staffed to standard (FTEs available >2 weeks)			

** Small values were present when generating these data elements (i.e., there were few members of a population used to calculate the element). Therefore, the value listed for county may be unreliable.

¹ CFSR performance standards apply to risk-standardized measures. Measures reported here are raw (not risk-standardized). Therefore, these performance standards should be treated as approximate guidelines only.

² Source: Child Welfare Workforce Databook.

³ For disparity measures, a value of 1 represents no disparity, values >1 represent disparity toward non-white populations, and values <1 represent disparity toward white populations.