

# Social Services & Child Welfare Reform Plans

Center for the Support of Families (CSF)



## Who We Are

- **Center for the Support of Families:**  
Nationwide leader in consulting and program redesign for human services agencies.
- **Westat:**  
Research firm specializing in serving government agencies.

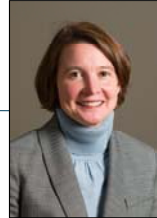
## Our Leadership Team



Vernon Drew  
CSF President  
Project Director



Kathy Sokolik  
Project Manager and  
Social Services Reform Team Lead



Elizabeth Black, MSW  
Child Welfare Reform Team Lead

## National Experts



**Robert Doar**, Morgridge Fellow in Poverty Studies at the American Enterprise Institute; former commissioner of Human Resources Administration for New York City.



**Karen Baynes-Dunning**, former juvenile court judge and Associate Director for Governmental Services and Research, University of Georgia.

## National Experts



**Will Hornsby**, Vice President for Child Welfare for the Center for the Support of Families. Mr. Hornsby brings over 20 years of public sector child welfare/human services experience on the local, state, and federal levels.

## National Experts



**Amelia Franck Meyer**, subject matter expert in the areas of organizational culture in child welfare agencies, human impact of childhood trauma throughout the lifespan.



**Terry Shaw**, specialist in leveraging existing administrative data systems to improve policy and practice in programs serving children.

## Social Services Working Group

- Our work is guided by the Social Services Working Group.
- Our preliminary reform plans are one part of North Carolina’s comprehensive approach to Social Services System reform.

## Phase 1

### Social Services Reform Plan

Reform state supervision and accountability for the social services system, including:

- Child Welfare.
- Aging and Adult Services.
- Child Support.
- Economic Services.

### Child Welfare Reform Plan

Assess and make recommendations for:

- CPS intake and assessment.
- Preventive and in-home services.
- Child fatality oversight.
- Placement of children.
- Reunification services and supports.
- Permanency services and supports.
- Provision of health care, mental health, and educational services.
- Services for older youth.
- Child welfare practice and implementation.

## What have we done so far on the Social Services Preliminary Plan?

- Focus Groups with DSS Leadership and each Section.
- Developed quantitative data requests after meeting with experts in DSS.
- Administered a survey to obtain staffing and salary data from all 100 counties.
- Identified high-performing states and have begun identifying and cataloguing “best practices.”
- Conducted focus groups with county directors, line staff, and county fiscal staff, in regional meetings and with NCACDSS.
- Site visits to 15 selected counties to obtain representative detail on operations, budgets, and staffing.
- Analyzed both quantitative and qualitative data.
- Met individually with state division heads regarding Central Office/Regional staffing options and concerns.
- Met with Central Office fiscal team.

## Social Services System Transparency and Wellness Dashboard

This Dashboard will allow the state and general public to monitor programs and services.

To be able to recommend specific dashboard prototypes, we have:

- Assessed the current social service system metrics.
- Identified critical performance metrics for various audiences including:
  - Front-line staff.
  - State and local managers.
  - Stakeholders.

## What have we done so far on the Child Welfare Preliminary Plan?

- Completed review of available information on the state level –
  - Statutes,
  - Policies,
  - CFSR/OSRI and program monitoring case reviews, and
  - Administrative data available to the public.
- Completed national best practices review.
- Gathered through focus groups, interviews in three different cities with youth, families, front-line staff and supervisors, leaders, and other stakeholders from 18 counties.
- Analyzed data from three surveys: foster care workers and supervisors in all 100 counties, CPS workers and supervisors in all 100 counties, and central office child welfare staff.
- Site visits to two county DSS offices.
- Conducted a child welfare Theory of Change session July 9 and 10 with 32 state and county leaders.

## What we have heard from leadership, front-line staff, stakeholders, and families?

- Commitment and passion for serving North Carolina citizens.
- Varied levels of resources in the 100 counties.
- Desire to increase capacity of workforce both in numbers and skills.
- Services and supports to keep families together need to be prioritized, coordinated, and accordingly funded.
- Desire to build consensus between the county and state leaders.
- Strengthen accountability at state, regional, and county levels.
- Timely, responsive training and technical assistance.
- System capacity for effective implementation statewide.
- Funding to support management, supervision, and delivery.

## Timeframes in Phase 1

- Social Services System and Child Welfare Preliminary Reform Plan drafts submitted to OSBM on July 27.
- Final Social Services System and Child Welfare Preliminary Reform Plans, along with the prototype of the Dashboard, due August 31.
- A presentation to the Joint Legislative Oversight Committee is scheduled for September 11.

## Preliminary Reports

- Social Services System reform plan – executive summary, context about the current funding, staff, and organizational structure, and detailed findings, and recommendations:
  - Defining the specific structure and accountability for outcomes.
  - Providing specific recommendations to enhance Central Office support of counties.
  - Developing a plan for Continuous Quality Improvement for Social Services.
- Social Services System Transparency and Wellness Dashboard development.
- Detailed Child Welfare reform plan – executive summary, context about the current system, detailed findings in nine program areas in HB630, and recommendations.

## Phase 2

- Develop implementation plan for each accepted recommendation in the Preliminary Social Services Plan, with roles of each organization.
- Create, test, and deploy the final Social Services System Transparency and Wellness Dashboard with a launch plan.
- Develop implementation plan and timeline for each element of the Child Welfare Theory of Change as approved by the state.
- Provide oversight and monitoring of the Department's implementation.
- Present a final Social Services Reform Plan and Child Welfare Reform Plan no later than February 28, 2019.

## Phase 3

- Ongoing implementation assistance and monitoring