

North Carolina Division of Social Services Child and Family Services Review Protocol

I. The Goals, Mission, Vision, and Desired Outcomes for the Children's Services System

The Child and Family Services Review (CFSR) is the measurement established to audit the performance of the State Child Welfare System. The Administration for Children and Families has set a very high standard of performance for Child Welfare Systems. The focus of the CFSR process is on continuous quality improvement; standards are set high to ensure ongoing attention to the goal of achieving positive outcomes for children and families with regard to safety permanence, and well-being. In order for a county to be in substantial conformity with a particular outcome, 95 percent of the cases reviewed must be rated as having substantially achieved the outcome.

The North Carolina Division of Social Services and 100 county Departments of Social Services share in their commitment to excellence in providing services to children and their families. To that end, they share common goals, mission, vision, and desired outcomes for the Child Welfare System.

There are three main **Goals** for the Child Welfare System. They are to achieve Safety, Permanence, and Well-being for all children in North Carolina.

Mission: The Family Support and Child Welfare Services Section is committed to providing family-centered services to children and families to achieve well-being through ensuring self-sufficiency, support, safety and permanence.

Vision: Every child in North Carolina will grow up in a safe, permanent, self-sufficient family where well-being needs of all are met.

The **Desired Outcomes** for Child Welfare Services are to:

1. Protect children from abuse and neglect.
2. Reduce recurrence of abuse and neglect.
3. Maintain children safely in their own homes.
4. Prevent inappropriate entry into foster care.
5. Reduce abuse and neglect in foster care.
6. Provide permanence and stability for children in their living situations.
7. Reduce time in foster care to permanence within one year or less.

8. Reduce reentry into foster care.
9. Support and sustain continuity of family relationships and family connections.
10. Increase the capacity of families to provide for children.
11. Promote appropriate education services for children.
12. Arrange for adequate mental health and physical health services for children.
13. Limit placement of young children in group homes and institutions.

II. Purpose of Child and Family Services Reviews

The purpose of the Child and Family Services Review is to assist in realizing the goals, mission, vision, and desired outcomes for the Child Welfare Services System in North Carolina. The reviews provide a mechanism for evaluating the Child Welfare Services System's response to children and families; for identifying management, training, system and policy issues; for recognizing strengths in practice; and for making recommendations to strengthen the delivery of all children's services programs statewide.

The review process is designed to measure outcomes and practice. The process also provides public accountability for all 100 county Departments of Social Services and for the Child Welfare Services System statewide.

III. Confidentiality

All requirements for confidentiality as stated in federal and state statutes, administrative rules and in Chapters IV, VI and VIII, Volume I, Children's Services of the Family Services Manual for the North Carolina Division of Social Services shall be followed. No identifying, case specific information will be incorporated in the Child and Family Services review report.

The Child and Family Services Review report, attachments, and accompanying cover letter are considered public documents and are subject to the conditions outlined in Chapter 132 of the North Carolina General Statutes.

IV. Review Coordination

A. Review Team

Each Agency is urged to designate staff to serve, along with Division staff, on the review team. In order to participate as a reviewer in the on-site review, county staff must complete the required CFSR training prior to their scheduled on-site review. This training will be provided by Division staff on a regular basis. Training will be offered to Agencies based on the CFSR schedule. This training will be offered on an ongoing basis to

accommodate turnover and to allow for a greater number of county staff to interpret the review instrument and CFSR process accurately. Each county reviewer will be paired with a Division reviewer to work as a team. The Lead Reviewer from the Division will also contact the Agency's Review Coordinator prior to the on-site review to answer any questions the Agency's Review Coordinator may have regarding the Child and Family Services Review Protocol, including the process for submitting information and the on-site review process itself. The Agency's Review Coordinator should contact the Division's Lead Reviewer anytime there is a question about the Child and Family Services Review Protocol.

Children's Services Program Representatives, will no longer participate as a reviewer in their assigned counties CFSR on-site review. However, the Children's Services Program Representative will be available to observe the on-site review for the purpose of assisting the Agency in developing a Program Improvement Plan (PIP) if needed.

B. Counties to be Reviewed

All 100 county Departments of Social Services will be reviewed. Some counties will participate in a Pilot review process for one year. If the Pilot is successful, the program will be implemented statewide. Those pilot counties should refer to attachment A for further instructions. For the remaining counties, three months prior to the scheduled review, the Family Support and Child Welfare Services Section will notify each county director of the week of their review. The beginning date of the review will be determined at a later time. When that date has been determined, the county will be notified. To ensure the integrity of the on-site review process itself, the agency's Children's Programs Representative will inform the Division's Child and Family Services Program Review Team of any situation in the agency or immediate community that might have an impact on the on-site review process such as staff turnover, child fatality, etc. This will allow the team to place any identified situations in the proper perspective and context of the overall review.

C. Notification Process

An information packet will be sent to the county director by the Family Support and Child Welfare Services Section three months prior to the week scheduled for the review. Included in this packet are the following:

1. A standardized notification letter to the county director identifying the week scheduled for the review.
2. Lists of children whose names appear in the State automated database as having received In Home and Placement services during the period from which a sample will be selected

3. Instructions for submitting the following information to the Supervisor of the Child and Family Services Program Review Team within ten days of the date of the notification letter.
 - A log or listing of CPS reports that were accepted for Investigative/Family Assessment during the six-month sample period and were subsequently found to be one of the following:
 1. unsubstantiated
 2. substantiated and closed immediately
 3. services provided and services no longer needed
 4. services recommended
 5. services not recommended.
 - Verification that cases listed in the State automated database as having received In Home and Placement Services were active for a minimum of sixty days during the review period.
 - A list of five jurisdiction/cross county cases from each of the three service areas: Assessment, In Home and Placement and indicate which counties are involved with those cases. If the county does not have five cases, they need to submit the maximum cases available for each service area.
 - For those counties participating in the Pilot Process, a list of cases reviewed during each Pilot County Review and the date each case was reviewed,
 - The name of county staff that the director designates as the Agency Review Coordinator.
 - The names of any county staff that the director designates as part of the review team that has had or will have the required training prior to the on-site review.
 - The names and addresses of the chair of the county board of social services, the county manager, and the chair of the county commissioners who will receive the final report.
 - The names and addresses of the chair of the Community Child Protection Team, Guardian Ad Litem Administrator, agency attorney, chief district court judge, and the chair of the Foster Parent Association. These individuals, as well as the chair of the county board of social services, are identified as community stakeholders who will receive a questionnaire from the Division.
4. An outline for the Agency Self-Report and a copy of the Agency Self-Survey form. The Agency Self-Report and Self-Survey are to be completed by the agency and are to be submitted to the Supervisor of the Child and Family Services Program Review Team within thirty days of the date of the notification letter with a copy to the Children's Program Representative. It is preferred that this information be submitted electronically, either on disk or

through e-mail attachment in a format that can be accessed by the Division. The purpose of the report and survey is to provide information related to Children's Services program and system issues in the county. The Division's Lead Reviewer indicated in the notification letter to the county director should be contacted anytime there are questions regarding submission of the requested information or the protocol itself.

The Agency Self-Report will be incorporated into the final review report. This provides the agency with the opportunity to identify agency and program strengths, to offer a self-evaluation of outcomes data, to describe any changes that the agency has instituted since the last review, and to comment on any areas needing improvement in the county's Children's Services System.

V. Sample to be Reviewed and Review Period

A combination of Reports Not Accepted for CPS Investigative/Family Assessment, CPS Investigative/Family Assessment cases, CPS In Home cases, and Child Placement cases will be reviewed.

Cases to be reviewed will be selected from cases that were open for services for at least 60 days in the county being reviewed, during the six months prior to the month preceding the date of the notification letter. That is, if the date of the notification letter is in the month of December, cases will be selected from the six months prior to the month of November, or May through October. This is the sampling period. Selected cases will be assessed for their level of outcome achievement beginning with the sampling period, and ending at the time of the on-site review. This is the review period. A sample of cases in which two or more counties are involved (jurisdiction/cross county) will be selected for review. For those counties participating in the Pilot Process, Placement Cases, In Home cases and Assessments that were reviewed in the internal review will be included in the above cases.

A sample of Reports Not Accepted for CPS Investigative/Family Assessment will be selected by the Lead Reviewer on-site from the agency's files. CPS Investigative/Family Assessment cases will be selected from the CPS log submitted by the agency, the names of which will be provided to the Agency Review Coordinator at the time of the Entrance Conference. These Assessments should be made available to the Lead Reviewer shortly thereafter so as not to delay the review process.

The Agency Coordinator should identify which cases involve jurisdiction/cross county practice from the Agency CPS logs and the cases verified as having received placement or in home services for at least 60

days in the county being reviewed. The Agency Coordinator should indicate and submit a list to the Division of five jurisdiction/cross county cases from each of the three service areas, Assessment, In Home and Placement and indicate which counties are involved with those cases. If the county does not have five cases, they need to submit the maximum number of jurisdiction/cross county cases available for each service area. From these samples, the Division will select which jurisdiction/cross county case(s) will be reviewed. Cases selected for jurisdiction/cross county involvement by the Division will be submitted to the county prior to the on-site review. The Agency Review Coordinator will request and obtain case files and documentation, from all counties involved, for the on-site review and have them available when the on-site review commences.

The Placement, Placement Provider and In Home records for each child should be available to the review team upon arrival for the on-site review. Please refer to page 9 in the Preparation of Records for Review section for additional information on the protocol for case selection. CPS In Home cases will be selected from cases open for 215 services as indicated in the Division's automated information system. Child Placement cases will be selected from the list of all children open for services on the PQA 084. All cases in both In Home and Child Placement must have received a minimum of sixty days of services in the county being reviewed, during the review period.

VI. Agency Review Coordinator's Responsibilities

- Coordinate with the designated Lead Reviewer from the Division regarding any of their responsibilities listed here;
- Select, according to criteria discussed below under *Case Selection and Review*, the cases to be reviewed from the random pre-sample received from the Division;
- Orient local staff to the purpose and activities of the review;
- Ensure that selected review team members have completed the required CFSR training prior to the date of scheduled review.
- Ensure that workers (supervisor, if worker is not available) assigned to the cases selected for review are scheduled for interviews on their case(s);
- Schedule and confirm interviews with each person involved in a case who is to be interviewed and orient those persons to the purposes of the review (see attached sample letter);
- Prepare a listing of scheduled interviews for each review member that includes the name of the person to be interviewed, the time, date, and type of interview, whether office visit or telephone;
- Reserve space for record review, interviews, and other planned meetings;
- Assemble all case records to be reviewed so that they will be accessible and ready for review at the onset of the review;

- Request and ensure all case files and documentation for selected jurisdiction/cross county cases are available and ready for use by the date of the on-site review.
- It is not necessary for the agency to provide copies of the instrument for the record review. Review instruments will be provided by the State review team.

VII. Case Selection and Review

The sample is selected from the universe of cases in the program area under review. The universe includes all children and all families whose cases were open for services during the sampling period. Cases for children in foster care will be selected by the child's name and cases involving In Home Services will be selected by the family name.

Sample cases must have been open for services a minimum of 60 days, in the county being reviewed, during the period under review, even though services may be closed at the time of the on-site review. Cases eligible for review may fall into one of the following categories:

- Opened for services prior to the six-month sampling period, and continued to be open at least the first 60 days of the sampling period;
- Opened for services during the six-month sampling period, and at least 60 days services provided during the sampling period; or
- Opened for services during the six-month sampling period, and at least 60 days services provided prior to the on-site review.

A pre-sample consisting of 18 or less Placement cases and 18 or less In Home cases will be randomly selected from the population of cases in the county identified as active for sixty days. This pre-sample will be sent to the Agency Review Coordinator 45 days prior to the on-site review. From this listing, the Agency Review Coordinator will select, according to criteria contained in this section, a smaller sub-sample totaling 6-12 cases for review. The Agency Review Coordinator should provide the names of the cases in this sub-sample to the Division 14 days prior to the on-site review.

Any child and family services other than those for which the record was selected for review that were provided during the review period will also be reviewed. For example, if a case was selected for review for In Home and Placement Services became necessary, the Placement Services will be reviewed. If a case was selected for review for either In Home or Placement Services and a CPS report was accepted in the review period in that case, the Investigative/Family Assessment conducted in response to that report will be reviewed.

Number of Cases to be reviewed:

- **Level III counties** will have six Placement cases, six In Home cases, six Investigative/Family Assessment cases that were found to be unsubstantiated, substantiated and closed, services recommended, services not recommended, or services provided and services no longer needed. In addition to these cases, two jurisdiction/cross county cases will be selected for review. These cases will be selected from a sample of Assessment, In Home, and/or Placement cases. Twenty reports not accepted for Investigative/Family Assessment will also be reviewed. For those counties participating in the Pilot Process, two Placement Cases, two In Home cases, four Assessments and eight reports not accepted for Investigative/Family Assessment that were reviewed in the internal reviews will be included in the above cases.
- **Level II counties** will have four Placement cases, four In Home cases, five Investigative/Family Assessment cases that were found to be unsubstantiated, substantiated and closed, services recommended, services not recommended, or services provided and services no longer needed. In addition to these cases, two jurisdiction/cross county cases will be selected for review. These cases will be selected from a sample of Assessment, In Home, and/or Placement cases. Twelve reports not accepted for Investigative/Family Assessment will also be reviewed. For those counties participating in the Pilot Process, one Placement Case, two In Home cases, three Assessments and six reports not accepted for Investigative/Family Assessment that were reviewed in the internal reviews will be included in the above cases.
- **Level I counties** will have three Placement cases, three In Home cases, four Investigative/Family Assessment cases that were found to be unsubstantiated, substantiated and closed, services recommended, services not recommended, or services provided and services no longer needed. In addition to these cases, two jurisdiction/cross county cases will be selected for review. These cases will be selected from a sample of Assessment, In Home, and/or Placement cases. Eight reports not accepted for Investigative/Family Assessment will also be reviewed. For those counties participating in the Pilot Process, one Placement Case, one In Home case, two Assessments and four reports not accepted for Investigative/Family Assessment that were reviewed in the internal reviews will be included in the above cases.

Interviews may not be possible in all In Home and Placement cases in the pre-sample. Therefore, the Agency Review Coordinator should select the cases for the review from the random listing of 36 or less cases using the criteria below:

- The case is a jurisdiction/cross county case.
- The Agency Review Coordinator must select cases that meet the criteria listed in the bullets below. The selection must begin with the first case listed on the pre-sample provided by the Division and proceed in order until the required number of cases is reached.
- The Agency Review Coordinator should determine if the individuals in the case who must be interviewed are willing and available for interviews and can be scheduled during the review week. For jurisdiction/cross county cases, interviews for the county being reviewed should follow the standard CFSR protocol. For any other county(s) involved with the jurisdiction/cross county case being reviewed, interviews with the social worker and/or supervisor is sufficient. The case may be rejected and the next case on the list considered only under the following circumstances:
 - ◆ In all In Home and Placement cases, if the primary social worker or supervisor and parent or other caretaker, at minimum, are either unavailable or unwilling to be interviewed such that sufficient information cannot be obtained to complete the review instrument, or
 - ◆ If the case was pulled in error and had not been open for services for a minimum of sixty days during the review period.
 - ◆ If the child selected is, a sibling (possibly with a different last name) of a child previously selected.
 - ◆ If the social worker was the worker for a case previously selected, except in smaller counties where there are fewer social workers.
- The Agency Review Coordinator must record the reasons for eliminating any cases from the sample of cases to be reviewed and make that information available to the Lead Reviewer.
- The cases in the sample of 36 or less cases that are not selected for review will be used to substitute for cases that cannot be reviewed for the reasons listed above.

Case Interviews

The review team member(s) assigned a particular case is responsible for interviewing the individuals involved in the case, as well as reviewing the case record.

Reasonable efforts should be made to schedule interviews with the following persons for each case selected for review:

- The social worker or supervisor most knowledgeable of the case.
- Whenever possible children who are cognitively and emotionally able

- to participate.
- The appropriate parents, foster parents, relative caretakers, pre-adoptive or adoptive parents. (No parents whose rights have been terminated)
 - In addition, when appropriate, a major service provider or other person who has knowledge of the family's situation (e.g. GAL. Probation/Parole, Medical provider).
 - For jurisdiction/cross county cases, interviews for the county being reviewed should include as many persons listed above as possible. For any other counties involved with the jurisdiction/cross county case being reviewed, interviews with the social worker and/or supervisor will suffice.

The interviews with the individuals in a case should follow the time designated on the reviewer's schedule for reviewing the case record. Without first becoming familiar with the circumstances of the case through a review of the record, the reviewer will be unable to explore pertinent issues with the person being interviewed. (See Attachment-Sample Interview Schedule) The Agency Review Coordinator is responsible for scheduling interviews. When scheduling interviews, it should be remembered that it might be necessary to interview some persons (e.g. GAL's) for more than one case. Therefore, care should be given in scheduling their interviews to avoid lapses or overlapping of time.

Persons to be interviewed must be prepared for the interview by the Agency Review Coordinator or designee by helping them understand the purpose of the review. They should be assured that their participation is voluntary, but that their participation is critical to the success of the review. By participating in the interview process, clients are given the opportunity to respond to the interviewer's specific questions and to give feedback regarding their experience with the agency. After the interviews have been scheduled, the appointments should be confirmed in writing. (See Attachment—Confirmation Letter)

Preparation of Records for Review

All records pertaining to each child reviewed should be pulled and made available to the review team as indicated under Section V, including any jurisdiction/cross county case(s). This includes child protective service records, child and family records, and placement provider records. Case records should be as orderly and up-to-date as possible, with materials in chronological order. If the agency uses electronic files instead of paper files, it will be necessary for the Agency Review Coordinator to either make computers and technical support available to the reviewers or obtain hard copies of the files, or the portions of the files containing information relevant to the review. Please be reminded that the Agency Coordinator is

responsible for Requesting and ensuring that all case files and documentation for selected jurisdiction/cross county cases are available.

Local Stakeholder Questionnaires

The review includes a survey of community representatives, i.e., stakeholders, who are knowledgeable about the functioning of the agency in the community. The Division will mail questionnaires to individuals identified as stakeholders. The purpose of these questionnaires is to obtain information about the systemic factors under review, and about how the systemic factors affect the outcomes for children and families in general, not on a case-specific basis.

Once the stakeholders have been identified and their names and addresses provided to the Division, it is recommended that county staff inform the stakeholders that they will be receiving the survey and encourage them to complete and return the questionnaire to the Division.

VIII. Review Process

At the time of the review, the reviewers will hold an entrance conference with the agency director and any staff or others at the discretion of the director. This conference will include:

1. Introductions of Division and agency staff
2. A discussion of the review process, data, and report
3. Issues raised in the Agency Self-Report and Self-Survey
4. An opportunity for the county to discuss and clarify any information pertinent to their individual agency and ask any questions about the review
5. Any information that the agency can share regarding agency protocol, procedures, and record keeping practices that could aid the reviewers in the review process or any current issues within the agency or immediate community that may impact the on-site review process.

The designated case records should be available to the reviewers immediately upon the conclusion of the entrance conference. The case records should be clearly labeled with the name of the child and the sample number.

Individual state/county review teams will examine the case records to measure the county's performance related to outcomes. Findings from the record review along with supporting/clarifying information obtained from interviews will be documented on the review instrument.

Case Debriefing Process

When the review instrument, appropriate interviews, and the case rating summary have been completed for each case, each state/county review team will present their case(s) to the entire review team, which includes the Agency Review Coordinator, for debriefing. Debriefings will likely occur several times during the course of the on-site review. The agency director and/or designated management and supervisory staff are strongly encouraged to attend the de-briefing sessions as questions and challenges will be addressed at this time. The Lead Reviewer should inform the agency director and/or designated management staff of the scheduled debriefings to accommodate any conflicts that may interfere with their attendance at debriefing.

The Child and Family Services Review process is considered a self-assessment at the county level. It is therefore extremely important and highly recommended that county staff not only partner with Division staff during the case record review, but also participate in presenting cases during the debriefing process to demonstrate partnership in this learning process.

What happens when consensus cannot be reached during the debriefing process?

If, during the time of the debriefing process, there are any unresolved issues or the team cannot reach consensus, the Lead Reviewer will contact the Supervisor of the Child and Family Services Program Review Team, or other Family Support and Child Welfare Services Management staff if the Supervisor of the Child and Family Services Program Review Team is not available, for a **final** decision on the issue. The agency director should participate in and have the opportunity to provide input during the debriefing process and prior to contacting the Division, when possible. If the director is not able to participate in the debriefing process, someone from the agency should be designated by the agency director to represent him/her in this decision making process.

While the debriefing process is a time for input and discussion around case ratings as they relate to law, rule, policy and practice, there may be times during the debriefing process when discussions have the potential to become somewhat more lengthy and stressful than usual, and the team cannot reach a consensus. To prevent this from occurring, it is strongly recommended that the team consult the Supervisor of the Child and Family Services Program Review Team for resolution as soon as it becomes obvious that consensus cannot be reached by the team. We suggest that good partnership and team building skills are employed, when consensus cannot be reached during debriefings, such as taking a

short break to allow everyone time to reflect on the issues being discussed to help bring about consensus and resolution. Once consensus is reached or a decision has been made on each case being debriefed, it is recommended that the Agency Review Coordinator arrange for the review instruments to be copied for agency use. After all of the cases have been debriefed, the County Rating Summary will be completed in preparation for the exit conference.

An exit conference will be held at the conclusion of the review to present an overview of the findings of the review. Participants at the exit conference will include members of the Review Team, the director, and staff members or others at the director's discretion. It is recommended that the findings of the on-site review be shared with all agency staff. The purpose of the exit conference is to provide closure to the review process and to provide general findings from the review process.

There will be an opportunity for questions and comments about the overall findings and for identification of anything that the county would like reflected in the review report. The director will be informed that a Review Evaluation Form will be attached to the agency final report. The director, or his designee, will be urged to complete the evaluation form and return it to the Child and Family Services Program Review Team Supervisor.

IX. Compilation of Results and Preparation of Reports

The Division will prepare the review report, which will include analysis of all outcomes of the review and relevant data. The analysis will focus on broad program issues, with emphasis on identified strengths, but will also address areas in need of improvement. Information provided by the county DSS in the Agency Self-Report will be incorporated in the review report.

A formal Program Improvement Plan (PIP) will be required for any outcome in which the agency did not achieve substantial conformity. The PIP should also include Reports Not Accepted for Investigative/Family Assessment when more than one report was rated as needing improvement in Level I counties, and when more than two reports were rated as needing improvement in Level II and in Level III counties.

The Division will e-mail a draft copy of the Child and Family Services Review Report and a cover letter within thirty days from the last day of the record review if the county has e-mail access. Otherwise, the Division will fax or mail this draft copy. The agency will have the opportunity to review the report and provide any additional input that they want considered to the Division within ten workdays of receipt of the draft report. Input to the report should be submitted to the Lead Reviewer.

The final review report will be sent simultaneously to the county DSS

director, the chair of the county social services board, the chair of the county commissioners, and the county manager within ten days from the date of the county's input and response to the draft report or the date the county's input and response was due, whichever is sooner.

X. Division Follow-up/Program Improvement Plan Development

The Lead Reviewer will notify the Children's Programs Representative(s) (CPR) for other counties involved in jurisdiction/cross county cases immediately after the review, if there are outcomes identified as not being in substantial conformity.

For the counties being reviewed, the appropriate CPR will contact the county within thirty days after the agency receives the draft report. The CPR will be copied with the draft report as well. This will provide an opportunity for the agency and the CPR to discuss the issues and recommendations contained in the report. The contact will also provide a time for the agency to receive positive feedback regarding practice issues. The CPR will provide consultation to the agency in implementing any recommended changes.

A PIP is required from the county being reviewed, and county(s) involved with a jurisdiction/cross county case, for any outcome that did not achieve substantial conformity. With consultation from their CPR(s), the agency(s) will develop and submit a PIP within thirty days of the date of the final report or written notification to the jurisdiction county. Once completed and reviewed by the CPR, the agency will submit their PIP to the Local Support Operations Manager that supervises the CPR's. The Local Support Operations Manager will review the PIP to ensure that the PIP addresses the issues identified in the report. The Local Support Operations Manager will provide written notice to the agency regarding the acceptability of the PIP. On a continuous basis, the CPR will monitor the PIP and assess the agency's compliance and progress until acceptable performance is achieved. During this period, the CPR will provide the agency and the Division with quarterly updates on the agency's progress. When it is determined that all goals have been met, the Division will notify the agency in writing of their removal from PIP status.

The PIP should be developed using the following format/headings as a guide:

- 1) Area(s) Needing Improvement - Outcome area(s) where substantial conformity was not achieved and circumstances behind such (this should be spelled out in the PIP).
- 2) Goals - What are the desired outcomes that will result in the agency meeting Substantial Conformity (the agency should explain)?
- 3) Action Steps - How to get there by doing what (this should be spelled out in the PIP).

- 4) PIP Monitoring (the agency and CPR/the Division)
 - a. The role of the agency. What will PIP monitoring look like for county staff? For Example: Reading records, staff observation, staff interviews, reviewing reports, etc. (this should be spelled out in the PIP).
 - b. The CPR role. What will PIP monitoring look like for the CPR? (this should be spelled out in the PIP).

XI. Conclusion

The intent of the Child and Family Services Review process is to enhance the quality of practice in North Carolina's Children's Services system. The reviews give the Division and county departments of social services a structural assessment of their programs and allow them to direct energy to the areas most needing improvement. Counties can use the results of their review to document their compliance with accreditation requirements for Child Welfare Services. Counties that are doing well have the opportunity to use the review process to provide their community with documentation of the positive work that they do.

The reviews also serve to identify needs for training and technical assistance from the Division, and to fulfill the need for public reporting of children's services issues. At the end of each review cycle, the Division of Social Services, Family Support and Child Welfare Services Section, will prepare an analysis of the findings from the Child and Family Services reviews in a summary report that will be made public.