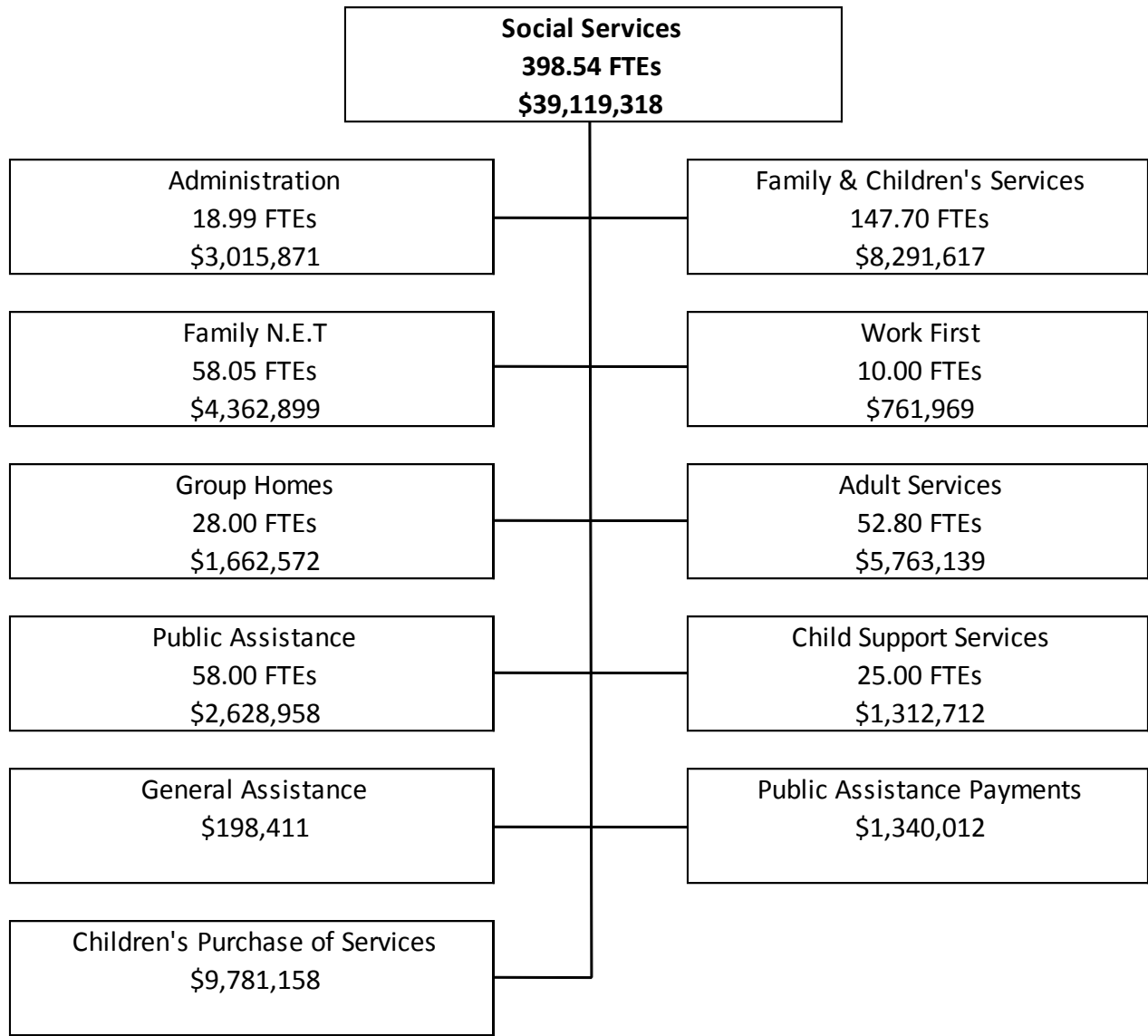


Catawba County Government



Social Services

Reinventing Department

| | 2007/08 | 2008/09 | 2009/10 | 2009/10 | Summary |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| | Actual | Current | Requested | Approved | Percent Change |
| Revenues | | | | | |
| Federal | \$9,519,622 | \$10,392,424 | \$9,651,974 | \$9,651,974 | -7% |
| State | 3,860,543 | 3,732,854 | 4,072,107 | 4,072,107 | 9% |
| Federal & State | 9,870,815 | 9,951,241 | 10,412,927 | 10,412,927 | 5% |
| Local | 3,167,803 | 3,630,681 | 4,095,659 | 4,095,659 | 13% |
| Charges & Fees | 451,722 | 424,449 | 399,274 | 399,274 | -6% |
| Miscellaneous | 184,790 | 148,570 | 186,238 | 186,238 | 25% |
| Contingency | 0 | 750,000 | 750,000 | 750,000 | 0% |
| General Fund | 15,412,481 | 13,633,390 | 9,551,139 | 9,551,139 | -30% |
| Total | \$42,518,167 | \$42,663,609 | \$39,119,318 | \$39,119,318 | -8% |
| Expenses | | | | | |
| Personal Services | \$19,596,748 | \$19,756,327 | \$20,242,132 | \$20,242,132 | 2% |
| Supplies & Operations | 22,799,318 | 22,019,328 | 17,986,026 | 17,986,026 | -18% |
| Capital | 122,101 | 137,954 | 141,160 | 141,160 | 2% |
| Special Contingency | 0 | 750,000 | 750,000 | 750,000 | 0% |
| Total | \$42,518,167 | \$42,663,609 | \$39,119,318 | \$39,119,318 | -8% |
| Expenses by Division | | | | | |
| Administration | \$2,494,432 | \$3,304,246 | \$3,015,871 | \$3,015,871 | -9% |
| Family & Childrens Services | 8,271,391 | 7,123,264 | 8,291,617 | 8,291,617 | 16% |
| Family Net | 4,124,372 | 5,097,983 | 4,362,899 | 4,362,899 | -14% |
| Work First | 878,239 | 995,448 | 761,969 | 761,969 | -23% |
| Group Homes | 1,602,648 | 1,693,151 | 1,662,572 | 1,662,572 | -2% |
| Adult Services | 5,631,237 | 5,735,618 | 5,763,139 | 5,763,139 | 0.5% |
| Public Assistance | 2,268,003 | 2,438,541 | 2,628,958 | 2,628,958 | 8% |
| Child Support | 1,290,151 | 1,351,895 | 1,312,712 | 1,312,712 | -3% |
| General Assistance | 236,254 | 197,525 | 198,411 | 198,411 | 0.4% |
| Public Assistance Payments | 6,964,434 | 5,665,012 | 1,340,012 | 1,340,012 | -76% |
| Children's Purchase of Service | 8,757,006 | 9,060,926 | 9,781,158 | 9,781,158 | 8% |
| Total | \$42,518,167 | \$42,663,609 | \$39,119,318 | \$39,119,318 | -8% |
| Employees | | | | | |
| Permanent | 396.50 | 407.50 | 398.54 | 398.54 | -2% |
| Hourly | 3.73 | 6.26 | 4.20 | 4.20 | -33% |
| Total | 400.23 | 413.76 | 402.74 | 402.74 | -3% |

Fiscal Year 2007/08 Outcome Achievements

| Total Outcomes | Achieved | Partially Achieved | Not Achieved | Success Rate |
|----------------|----------|--------------------|--------------|--------------|
| 31 | 30 | 0 | 1 | 96.7% |

Budget Highlights

As a Reinventing Department, Social Services is able to respond quickly to changing service demands. During Fiscal Year 2008/09, Social Services adjusted the budget by 13.6 FTEs - due to budgetary concerns and programmatic shifts as follows:

Family N.E.T. (10.6 FTE Reductions)

1 - Physician - Decided not to hire a physician after a change in the service delivery definition from the State and moving current contractual obligations with MDs to a performance basis.

1 - Acct. Spec III- With the implementation of Alpha CM software, billing and accounts receivable processes were streamlined to realize a reduction in needed staff.

1 - Program Manager - Due to budget constraints, Social Services decided to increase the supervisory oversight within the unit and with a retirement decided to abolish the position.

6.6 - Outpatient Therapists (OPT) - OPT is the most costly service and thus with the continuous reductions in reimbursements adjustments had to be made. Additionally, there were major changes in the service array from the State that helped to refocus consumers to other services. Staff were redistributed to vacant positions to serve adult populations.

1 - Qualified Professional - reduction due to reformulated reimbursement and service definition. We were able to shift the work to part time staff and reduce costs while meeting the need.

Work First (1 FTE Reduction)

1 - Human Services Coordinator – Continued flexibility as an electing county (create your own work first plan) has proven very beneficial. Caseloads have continued to decrease and are now rather stable even with the poor economy. For this reason, resources continue to be adjusted in this service area.

Adult Services (1 FTE Reduction)

1 - Social Worker II - Reduction of CAP SW to better align work with resources.

Transportation (1.5 FTE Reduction)

1.5 - Human Resource Aides - due to the implementation of an automated scheduling and tracking system along with a shift to more cost effective part time and hourly staff, we were able to adjust resources within the department.

Performance Measurement

Fiscal Year 2009/10

Social Services has created 29 outcomes for Fiscal Year 2009/10 that reflect a continued effort to work with citizens toward self-sufficiency, an investment that has shown remarkable returns over the years. Many of Social Services outcomes are benchmarks which are compared to Social Services Departments in other jurisdictions as well as state and federal benchmarks. These benchmarks indicate Catawba County is exceeding standards in almost every area.

The following is a sampling of their outcomes for Fiscal Year 2009/10:

- 89% of families receiving Family Preservation services will not have their children enter care.
- 90% of children receiving Early Childhood Development services will be ready to enter kindergarten.
- 75% of children receiving Day Treatment services will return to a normal school setting.
- 97% of adopted children will not disrupt from their adoptive placement
- 50 Work First participants will become employed.
- 91% of children needing child support will receive it.
- Support employment through quality Day Care for 1825 (monthly average) citizens.
- Ensure 100% of disabled or vulnerable adults are protected from abuse and/or neglect.

Fiscal Year 2008/09

Social Services is on track to achieve all of its 31 outcomes for Fiscal Year 2008/09. As in the past, reinventing has had a tremendous effect on how Social Services has been able to conduct business, improve services, and implement cost savings plans. The following are examples of how reinventing status has allowed Social Services to create programs, improve services, and save funding:

Creativity

1. Created the first known Child Protective Services integration team – using therapist and social workers to jointly address family needs.
2. The Heart resource center is assisting children and parents by promoting academic excellence through tutoring and after school assistance.
3. The Prevention unit has created a fatherhood initiative that teaches incarcerated fathers how to have a positive relationship/impact on their children.

Improved Services

1. 86% of children and 76% of adults who were uninsured are now being served (as opposed to 79% and 72% for the State) through Medicaid or North Carolina Health Choice (also a countywide cost savings for Public Health and hospitals).
2. The Casey Foundation project is helping the Department insure foster children attain better results in the school and promote the importance of education throughout the system.

3. 96% of families receiving Family Preservation services have remained intact and have not entered care.

Cost Savings

1. Social Services continuous reengineering/process improvement program has realized an average processing savings of over 30 percent and almost \$3,500 in reduced costs.
2. Teen-up continues to prevent pregnancies with 100 percent of the participants not causing or becoming pregnant.
3. Electing county status has enabled Social Services to be more effective with the use of its resources by allowing it to shift \$185,000 to other growing areas of the agency.

Fiscal Year 2007/08

Social Services achieved 30 of 31 outcomes for Fiscal Year 2007/08. During this year, Social Services was effectively administered, finances maximized, and productivity increased through the continued efficiency efforts of staff. Similarly, consumers responded positively to the Department's outreach efforts as was reflected in an overall satisfaction rating of 98%. In addition to internal measures, Social Services was successful in bringing positive outcomes into citizens' lives. During Fiscal Year 2007/08, prevention activities assisted children in maintaining active participation in school and not becoming pregnant or causing pregnancies. Families were strengthened through a multitude of prevention and treatment programs. Staff continued to insure children were maintained in a safe and loving home within their kinship network or matched with a deserving family, as Family Builder's helped 80 children realize permanent placements through adoption.

However, Social Services was unable to achieve one of its outcomes for the fiscal year. The outcome dealt with court-involved youth who receive outpatient treatment services with the goal of 80% not having new juvenile legal charges that resulted in jail reentry while in the Family NET treatment program. At fiscal year end, only 75% met this goal.

The following are a few examples of outcomes successfully completed by Social Services:

- Helped citizens become productive and avoid welfare, assisting 80 Work First participants find employment during Fiscal Year 2007/08 (versus the State's benchmark of 41).
- Ensured medical access to 66.5% (approximately 13,173) of Catawba County Medicaid customers (compared to 65.4% in comparable counties) by maintaining an 80% physician participation rate during Fiscal Year 2007/08.
- Assisted Medicaid eligible citizens in accessing medical services by arranging and/or providing transportation to 14,750 individuals consisting of 22,900 trips (versus an average of 14,300 trips in similar counties) during Fiscal Year 2007/08.

ADMINISTRATIVE SUPPORT

Statement of Purpose

Enhance services provided by the Agency through a commitment of effective and efficient business practices that supports the best possible experience for the customer.

Outcomes

1. Increase Agency efficiency by demonstrating an average of 25% operational and/or a 10% financial savings by implementing improvements utilizing technology, enhanced work procedures, or identified cost savings by June 30, 2010.

FAMILY AND CHILDRENS' SERVICES

Child Protective Services / Family Preservations

Statement of Purpose

Vulnerable children in Catawba County will experience safe, permanent, and nurturing families that will encourage them to reach their full potential.

Outcomes

1. 95% or more of children (46 of 50) will not experience two episodes of either sexual or physical abuse within a twelve month period during Fiscal Year 2009/10.
2. To ensure a safe and nurturing environment for maltreated children, 89% (projected 40 of 45) of families completing Family Preservation Services (includes family preservation, intensive and reunification services) during Fiscal Year 2009/10 will not have their children enter or re-enter the foster care system within 6 months of completing services. This compares to a study by HomeBuilders - a foster care placement prevention program developed in 1974 in Tacoma, Washington and is the prototype program for the crisis intervention model - that examined 15,000 families and found that 86% of families completing services did not have any need for further services after completing the program.

Prevention

Statement of Purpose

To promote self-sufficiency for families in Catawba County through education and the prevention of teen pregnancy, family violence, poverty, neglect, and other risk taking behaviors.

Outcomes

3. In order to delay the initiation or decrease frequency of risky behaviors, 99% (approx. 446 of 450) of Teen Up/Upward Connection participants (high risk youths ages 10-17) will not become or cause a pregnancy during Fiscal Year 2009/10 compared to 98% of Catawba County's 2007 population of 10-17 year olds
4. In order to improve future opportunities for high risk students, 95% of the students receiving Department of Human Resources' social work services for at least two grading periods will demonstrate academic growth - as measured by eligibility for promotion to the next grade level during Fiscal Year 2009/10.

Early Childhood Support/Development Team (ECST)

Statement of Purpose

Provides support services to children ages birth to 5, their families, and childcare providers in Catawba County so that all children can be ready to enter kindergarten.

Outcomes

5. To promote successful social adjustment, 90% (approximately 21 of 24) of children who complete services with the Clinical Specialists in Fiscal Year 2009/10 will demonstrate an increased ability to express feelings with appropriate words and actions as well as show stronger relationships with significant adults as measured by the Devereux Early Childhood Assessment - a continuum of strength-based assessments and planning systems designed to promote resilience in young children.

Permanency Planning

Foster Care /Family Builders of Catawba Valley

Statement of Purpose

Ensure safe, permanent, nurturing families that provide strong futures for Catawba County children.

Outcomes

6. To focus on sustaining families, 65% (approximately 42 of 65) of foster and therapeutic foster children reunified with either or both parents during Fiscal Year 2009/10 will do so within 12 months as compared to the State's average of 54%, the Federal expectation of 76.2%, and our most recent internal measurement in Fiscal Year 2007/08 of 67.11%.
Note: Our most recent internal measurement included a few children on trial home placements where the case had not yet been closed. In Fiscal Year 2009/10, we will not include those in order to be fully aligned with the federal definition of reunification. Supervisors reduced the percentage to 65% to assure we will at least meet this Board outcome compared to last year's 67% that included the trial home placements.
7. To promote stability of children entering foster care or therapeutic foster care, the average number of children experiencing two or fewer placements during their first year of placement will be at least 88% as compared to the federal standard of 86.7% and the Fiscal Year 2007/08 State average of 87.9%.

FAMILY N.E.T (NURTURING, EDUCATIONAL, AND TREATMENT SERVICES)

Statement of Purpose

To provide a comprehensive network of nurturing, educational, and treatment services to enhance the emotional, behavioral, and interpersonal functioning of children, youth, and their families in Catawba County.

Administrative Office Support

Statement of Purpose

To exceed the customer's expectations through prompt, courteous customer service that assists the organization in realizing fiscal sustainability.

Outcomes

1. In order to achieve fiscal sustainability, 85% of all units within Family NET (seven out of nine) will meet or exceed their annual target for services billed. Billing targets for each unit will be based on a 65% or better productivity level (outpatient and community support), or an 85% capacity level (day treatment and other enhanced benefit services).

ACT Program

Statement of Purpose

Assist families and children (grades K-8) in learning appropriate behavior skills in order to be successful in a regular school setting, home, and the community.

Outcomes

2. To show that a child can be successful in a regular school setting, 75% of children who do not have a developmental disability who are referred to the ACT Program (15 out of 20) will be successfully discharged from the Program within eighteen months of their date of admission during Fiscal Year 2009/10.

Outpatient Services - Children and Adolescents

Statement of Purpose

Provide youths and families emotional, behavioral, and interpersonal skills which will assist them in improving their social well being.

Outcomes

3. To improve family functioning, 87% (390 of approximately 450) of children and adolescents served will demonstrate significant improvement (at least a 10 point decrease in total score) in role performance, behavior towards others, moods/self-harm, substance use, and thinking on the Child and Adolescent Functional Assessment Scale (CAFAS) after 6 months or upon completion of all outpatient treatment services - during Fiscal Year 2009/10.

Post Adoption Services

Statement of Purpose

Enhance the emotional, behavioral, and interpersonal functioning of adoptive families.

Outcomes

4. In order to ensure that a child has a permanent placement, 97% (as compared to the national average of 95%) of adoptive children (92 of 95) and their families actively involved with services will not experience a disruption during Fiscal Year 2009/10.

Specialized Adolescent Services

Statement of Purpose

Enhance the emotional, behavioral, and interpersonal functioning of high risk adolescents and their families.

DJJDP Outpatient Services

Outcomes

5. To help reduce the repeat occurrence of juvenile delinquency, 75% (approximately 45 of 60) of Department of Juvenile Justice and Delinquency Prevention (DJJDP)-involved youth who complete outpatient treatment or receive at least 10 outpatient treatment sessions, will have no new juvenile legal charges during Fiscal Year 2009/10. National studies indicate the best treatment programs reduce recidivism of court-involved youths by 25-75%.

In-Home Services

Statement of Purpose

To provide a comprehensive network of nurturing, educational, and treatment services to enhance the emotional, behavioral and personal functioning of children, youth and their families.

Outcomes

6. In order to maintain family functioning, 80% (approximately 28 of 36) of the children served by Intensive In-Home Services (IIHS) teams will remain in the home 6 months following completion of services during Fiscal Year 2009/10. As a comparison, a 2002 study by Blythe and Jayanarte showed that only 17% of non-IIHS involved families remained intact.

WORK FIRST – ECONOMIC SERVICES

Statement of Purpose

Promote self sufficiency, family responsibility, and prevent reliance on public assistance by linking needy citizens with resources and skills.

Outcomes

1. To help citizens become productive and avoid welfare, we will assist 50 Work First participants in obtaining or maintaining employment during Fiscal Year 2009/10. This is a 50% reduction from Fiscal Year 2008/09 due the success of our participants and the slowing economy.
2. To help citizens avoid welfare dependency, 25% (225 of 900) of Work First applications will be diverted by crisis/benefit diversion during Fiscal Year 2009/10.
3. To assure that the growing number of families facing economic hardships due to the nationwide recession will be able to meet their basic needs (rent, utilities, medications, medical supplies), the Agency will assist more than 4,000 citizens with their presenting crisis in Fiscal Year 2009/2010. The Agency will provide crisis assistance or refer them to other appropriate resources including Food Assistance, Medicaid, Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries and Salvation Army. No additional staff have been allocated to meet the demands of this growing population.

RESIDENTIAL SERVICES

Statement of Purpose

To provide a safe and nurturing environment where positive long term family functioning is taught and encouraged.

Outcomes

In order to promote permanence for youth served, 85% (38 of 45) of youth served in the group homes (Andrea's Place, Blevins, Corner House I and II) will demonstrate improved behaviors on the Child Behavior Checklist (CBCL). The CBCL measures youth competencies in the areas of social problems, thought problems, attention problems, and rule breaking.

ADULT SERVICES

Statement of Purpose

Protect vulnerable and disabled Catawba County adults from abuse, neglect, and exploitation through provision of services empowering them to achieve maximum independence.

Outcomes

1. Prevent abuse, neglect and exploitation by enabling 90% (150) of screened out Adult Protective Service reports to access services during Fiscal Year 2009/10 as compared to the State average for Outreach /Information and Referral of 64%.

Nutrition Services

Statement of Purpose

Improve the quality of life for seniors by providing them the choice to remain at home through the provision of nutritious meals, education, socialization, wellness activities, and community volunteer support.

Outcomes

2. 5.71% of the 60 and older Catawba County population (1,407) will receive nutrition services and experience health/nutrition awareness, reduced isolation and increased independence by June 30, 2010. (Benchmark: 2.2% is the average percentage of the 60 or older population receiving the same services in comparable counties.)

Adult Assistance

Statement of Purpose

Assist aged, disabled, and blind individuals with access to, and cost of, medical care by timely and accurately determining Medicaid/Special Assistance eligibility.

Outcomes

3. Assist the senior and disabled Catawba County population in gaining access to medical care by identifying and serving 78% (6,940 of 8,897) of potentially eligible citizens with Medicaid benefits by June 30, 2010, compared to the County's current participation rate of 70.9% and the State's benchmark of 70.4%.

Carolina ACCESS

Statement of Purpose

To provide Medicaid citizens with ongoing access to quality medical care.

Outcomes

4. Ensure a primary care provider to 83% (approximately 15,272) of the Medicaid managed care individuals in Catawba County compared to the Statewide average of 80% by maintaining a physician participation rate of 80% during Fiscal Year 2009/10.

Transportation Services

Statement of Purpose

Prevent transportation from being a barrier for Medicaid eligible Catawba County citizens accessing medical services.

Outcomes

5. Assist Medicaid eligible Catawba County citizens in accessing medical services by arranging and/or providing transportation to 16,700 individuals consisting of 27,000 trips during Fiscal Year 2009/10.

FAMILY SUPPORT

Child Support

Statement of Purpose

To ensure that Non-Custodial parents acknowledge and provide support for their children.

Outcomes

1. To assure that children will continue to receive the financial support of their parents in spite of the downturn in the national economy, the Child Support program will realize a collection rate of 72% by June 30, 2010. No additional staff has been added to this unit in spite of the increasing workload. (Benchmark: This compares to the current Statewide average of 66.7 %.)
2. To assure that children are financially supported by both parents, 91% of the children who need a Child Support order for financial or medical support will obtain it during Fiscal Year 2009/10 as compared to 82.4% Statewide.

Family Medicaid / Health Choice

Statement of Purpose

Assist families and children in obtaining access to medical services by quickly and accurately determining their eligibility for Medicaid/North Carolina Health Choice for Children.

Outcomes

3. To identify and serve 83% of Catawba County's uninsured/potentially eligible children with Medicaid or North Carolina Health Choice by June 30, 2010, (13,252 of 15,966 children) compared to the County's current participation rate of 80% and the State's rate of 80%.

Food Assistance / Program Integrity

Statement of Purpose

Efficiently provide food assistance to eligible families and connect them to needed resources.

Outcomes

4. To assure that correct benefits are given to the increasing number of families who are desperately turning to Food Assistance to make up the income shortfalls resulting from

unemployment/underemployment, the Food Assistance staff will maintain an accuracy rating of 96% as evaluated by the State and local resource management during Fiscal Year 2009/10. (The Federal goal is currently 94.36%).

GENERAL ASSISTANCE

Statement of Purpose

Prevent dependence on public assistance by providing short-term crisis assistance to eligible citizens.

Outcomes

1. To assure that citizens in crisis can meet their basic needs (rent, utilities, medications, medical supplies), the Agency will assist more than 4,000 citizens with their presenting crisis in Fiscal Year 2009/10 with emergency funds or by referring, coordinating, cooperating, and collaborating with Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army.

PUBLIC ASSISTANCE

Statement of Purpose

Provide assistance to eligible Catawba County citizens to help with assisted living, needs of the blind, and medical attention as required by State/Federal laws and regulations.

Outcomes

1. Provide opportunities and services for senior and disabled citizens to remain in their own homes through the Community Alternatives Program in lieu of nursing home placement. This will result in the avoidance of \$4,500,000 (increase of 26.64% from Fiscal Year 2007/08) of Medicaid expenditures (\$4,257,450 Federal and State, \$242,550 County Share) during Fiscal Year 2009/10).

CHILDREN'S PURCHASE OF SERVICES

Statement of Purpose

Support the independence and basic needs of Catawba County families by ensuring access to safe, quality, affordable child care, allowing responsible adults to secure and maintain employment.

Outcomes

1. To support the economic independence of Catawba County parents/caretakers, an average of 1,825 children (27.4% of potentially eligible children) will be assisted monthly by day care scholarships. This compares to 23.7% of potentially eligible children currently served Statewide. (Conditioned on the availability of State and Federal funds.)