

ADMINISTRATIVE SUPPORT

Mission:

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

Vision:

Exceed the expectations of our customers by providing a professional work environment and the tools necessary to excel.

Goal: Social Services will operate with the highest standards of effectiveness and efficiency.

Board Outcome:

To enhance the overall effectiveness and efficiency of the agency, demonstrate 25% operational savings, 10% financial savings, or a median combination of both, through pre & post implementation measurement of technology advancements, work procedure enhancements or cost savings activities, during Fiscal Year 2013-14.

Final:

During FY 2013 -14, we have enhanced the overall effectiveness of the agency through savings of 62% year over year, in toner expense (from \$15K to \$5.7K) and 35% in other various supply costs (from \$8k to \$5.2K). Additionally, we have realized savings of over 200 man hours through the following programs and enhancements to programs: Senior nutrition, Community Alternatives, In home aide program mgt and billing- 96 hours; Child welfare data mgt and reporting for audits and outcomes - 62 hours; Family NET clinical services case mgt, reporting, and billing 24 hours; various other programs in excess of 18 hours. Each of these savings represented 5-75% time savings (pre to post) over the previous process.

Achieved

FAMILY AND CHILD SERVICES

Child Protective Services

Mission:

To ensure that vulnerable children in Catawba County experience safe, permanent, nurturing families.

Vision:

Children in Catawba County will have safe, stable, permanent families who provide for all well-being needs and offer nurturing and encouragement to support them in reaching their full potential.

Goal: Children and families will have access to nurturing, education, support, and treatment services to maximize family functioning.

Board Outcome: **To ensure the ongoing safety of children and to clearly identify specific safety concerns in children who are abused, neglected, or dependent, 90% of families (171 of 190) with findings or whose children have entered foster care for abuse, neglect, or dependency during FY 2013-2014, will identify behaviorally specific (Signs of Safety) statements and develop goals within 30 days of case decision regarding the cause, impact, risk and plan to keep their children safe.**

Final: During FY 2013-14, 98% (183 of 187) families with findings or whose children have entered foster care for abuse, neglect, or dependency, identified behaviorally specific (Signs of Safety) statements and developed goals within 30 days of case decision regarding the cause, impact, risk and plan to keep their children safe.

Achieved

Board Outcome: **To keep children safe, strengthen parent engagement, identify supports and mutual understanding of expectations, 70 percent (56 of 80) of Child and Family Team meetings held will take place within 60 days of case decision for families with children found to have been abused, neglected and/or dependent during Fiscal Year 2013-2014, and these families will show improved parental behaviors on the Strengths and Needs tool, building on safety of children in their homes prior to case closure.**

Final: During FY 2013-14, 29% (22 of 77) of Child and Family Team meetings held took place within 60 days of case decision for families with children found to have been abused, neglected and/or dependent during, and these families had improved parental behaviors on the Strengths and Needs tool, building on safety of children in their homes prior to case closure.

Not Achieved

Prevention

Mission:

To promote self-sufficiency and enhance family relationships through education, advocacy and support

Vision:

Children and families in Catawba County will thrive and realize their potential in safe, affirming and enriching environments.

Goal: Children and families will have access to education, support and treatment services to maximize family functioning.

Board Outcome: **In order to improve future opportunities for academically vulnerable students, during FY 2013-14 85% of students (106 of 125 approx.) who receive ACE social work services for at least 90 days will demonstrate improvement in life domain functioning, behavioral/emotional needs, and risk behaviors as evidenced by pre and post assessment using the Child and Adolescent Needs and Strengths (CANS) Comprehensive Assessment tool.**

Final: During FY 2013-14, 97% (93 of 96) of students who received services for 90 days showed improvement as evidenced by pre and post assessment using the Child and Adolescent Needs and Strengths (CANS) Comprehensive Assessment tool.

Achieved

Board Outcome: **To increase knowledge and skills in problem-solving the risks and consequences of behaviors that lead to adolescent pregnancy and sexually transmitted infections, during FY 2013-14 the vulnerable population of 8th grade students served by Teen Up who complete 75% of the total sessions will show an 18 point average increase from pre to post test scores as compared to a 21 point increase (35% improvement from pre to post) in the Wise Guys curriculum. Note: Wise Guys research does not focus on only serving at-risk students**

Final: During FY 2013-14, 97% (88 of 91) 8th graders who completed 75% of the Teen UP sessions showed improvement from pre to post test, with an average point increase of 29.1.

Achieved

Permanency Planning

Mission:

Ensure that vulnerable children in Catawba County experience safe, permanent, nurturing families.

Vision:

Children in Catawba County will have safe, stable, permanent families who provide for all well-being needs and offer nurturing and encouragement to them in reaching their full potential as employable, educated, connected citizens who make wise life choices.

Goal: Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

Board Outcome: During FY 2013-2014, to promote placement stability and reduce trauma of all children served in foster care, the percentage of children experiencing two or fewer placements during the first 11 months of care will be at least 90% (204 of 227) as compared to the federal standard of 86.7%, the FY 11-12 state wide percentage of 87.61 %, large county percentage of 87.57%; and, Catawba's was 87.60% for FY 11-12.

Final: During FY 2013-14, 91.69% (287 of 313) of children in foster care their first 11 months experienced two or fewer placements.
Achieved

Board Outcome: In preparation for successful independent living, 85 percent of youth aged 16-18 who actively participate in North Carolina's Independent Living Program for Foster Children (LINKS) (approximately 33 of 39) in Fiscal Year 2013/14 will meet a benchmark of 80 percent achievement in State-identified outcomes. These outcomes include: sufficient economic resources to meet daily needs, a safe and stable place to live, attainment of academic or vocational/educational goals, connections to a positive support system, avoidance of illegal or high risk behaviors, postponement of parenthood until financially and emotionally capable, and access to physical, dental and mental health services.

Final: During FY2013-14, 89% (16 of 19) youths ages 16-18 active in the LINKS program met 80% achievement of the 7 state identified outcomes.
Achieved

Child Wellbeing/Post Care

Mission:

Ensure that vulnerable children in Catawba County experience safe, permanent, nurturing families.

Vision:

Children in Catawba County will have safe, stable, permanent families who provide for all well-being needs and offer nurturing and encouragement to them in reaching their full potential as employable, educated, connected citizens who make wise life choices.

Goal: Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

Board Outcome: To promote long-term wellbeing of children and stability of permanent placements after leaving foster care, 95% of families* (42 of 44 families) who are actively engaged in the Success Coach Service for at least 60 days during FY 2013-14, will not have a child re-enter foster care while active and for 6 months after closure as compared to rates at 12 months of

foster care exit during FY 2010-11 of 98.14% (106 of 108) for Catawba County and 95.69% (4890 of 5110) for the State (Jordan Institute, 2012).

Final: During FY 2013-14, 98% of families (55 of 56) did not have a child re-enter foster care.
Achieved

Family Builders of Catawba Valley

Mission:

To ensure safe, nurturing families for children where their well-being needs are met and permanency is achieved.

Vision:

Every child deserves a safe loving stable home where they are cherished.

Goal: Vulnerable children are in safe, nurturing, financially stable environments.

Board Outcome: To assist children in foster care with a plan of adoption to move toward permanency, 55% (30 of 50) will become adopted within two years of entering agency custody compared to the state rate of 36.54% and Catawba's rate of 52.94%.

Final: During FY2013-14, 55.17% (32 of 58) of children adopted out of foster care have become adopted within two years of entering agency custody.
Achieved

Residential Services

Mission:

Youth receiving residential services are provided a safe and nurturing group home environment in order to promote positive family functioning.

Vision:

Youth and families will have a safe and nurturing environment in which to learn skills in order to be successful in their permanent placement.

Goal: Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

Board Outcome: In order to promote wellbeing and improved behaviors for youth during Fiscal Year 2012/13, 87 percent (12 of 14) of youth receiving services in the Corner House Programs for at least six months will demonstrate improved behaviors on the Child Behavior Checklist (CBCL) as measured at admission and planned discharge.

Final: During FY2013-14, 70% (7 of 10) of youth receiving services in the Corner House Programs for at least six months demonstrated improved behaviors on the Child Behavior Checklist (CBCL) as measured at admission and discharge.
Not Achieved

Family N.E.T (Nurturing, Educational and Treatment Services)

Family NET Administration

Mission:

To provide medical and clinical oversight of the services provided by Family NET and ensure the highest quality of care as well as conformance to all applicable standards.

Vision:

Consumers will benefit from the highest quality of care from Family NET, Residential and Foster Care.

Goal: Social Services will operate with the highest standards of effectiveness and efficiency.

Board Outcome: **In order to sustain and improve the quality of our services, Family NET, Therapeutic Foster Care and Residential Services will pass all quarterly accreditation self audits, which include standards on services, safety, and consumer satisfaction, at 93% or better by June 30, 2014. This compares to the minimum 85% compliance needed to achieve accreditation**

Final: During FY2013-14, met standards at 95%.
Achieved

ACT Day Treatment

Mission:

The ACT Day Treatment Program assists families and children in learning appropriate behavior skills in order to be successful in a regular school setting, home and the community in order to remain in school and, ultimately, receive a high school diploma.

Vision:

All children in Catawba County will be successful in a regular school setting, home and community.

Goal: Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

Board Outcome: **To increase appropriate social, emotional, and behavioral functioning in a school setting and to enhance student potential for academic success, 85% of children attending day treatment (33 of 38) will show a significant decrease (at least 1 points) in their Child and Adolescent Level of Care Utilization System (CALOCUS) score, used to determine intensity of services, resources required, and duration by assessing multiple dimensions (risk of harm, functional status, co-morbidity, recovery environment, resiliency and treatment history, acceptance and engagement) by FY 2013-14.**

Final: This program was closed during this quarter. During the course of this fiscal year, all 12 (100%) students enrolled in this program throughout the year, were showing a significant decrease (at least 2 points) in their Child and Adolescent Level of Care Utilization System (CALOCUS) score within the fiscal year.
Achieved

Outpatient Services

Mission:

Children and families in Catawba County will achieve emotional, behavioral, and interpersonal well-being.

Vision:

Children and adolescents will be able to learn and participate fully in their communities.

Goal: Children and families will have access to nurturing, education, support and treatment services to maximize family functioning.

Board Outcome: **To improve family functioning, 88 percent (396 of approximately 450) of children and adolescents served will demonstrate improvement (at least a 10 point decrease in total score) in at least one domain (Role Performance, Behavior Towards Others, Moods/Self-Harm, Substance Use, Thinking) on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of all outpatient treatment services during Fiscal Year 2013-14.**

Final: During the FY 2013-14, 89% (154 out of 173) percent of children and adolescents after 6 months of treatment or upon completion of outpatient services demonstrated an improvement in at least one domain of the CAFAS.

Achieved

Adolescent and Substance Abuse Services

Mission:

Enhance the emotional, behavioral, and interpersonal functioning of adolescents and their families in Catawba County.

Vision:

Catawba County at-risk youth and families will be productive, law-abiding, and substance-free at home, school, the work place, and in the community.

Goal: Children and families will have access to nurturing, education, support, and treatment services to maximize family functioning.

Board Outcome: **To promote community safety and improve quality of life, 90% (approximately 54 of 60) of court-involved youth who receive outpatient treatment services (individual, family, and/or group therapy), for a minimum of 12 sessions beyond the initial evaluation, or who complete their recommended treatment prior to 12 sessions, will have no new juvenile legal charges while in the Family NET treatment program, within the fiscal year 2013-2014. National studies indicate the best treatment programs reduce recidivism of court-involved youths by 25-75%.**

Final: During FY2013-14, 97% (84 of 87) of court-involved youth who received outpatient treatment services (individual, family, and/or group therapy), for a minimum of 12 sessions beyond the initial evaluation, or who completed their recommended treatment prior to 12 sessions, had no new juvenile legal charges.

Achieved

Intensive In-Home Services

Mission:

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.

Vision:

Catawba County at-risk youth will be maintained in the least restrictive, most normative environment and will be able to function effectively in the community.

Goal: Children and families will have access to nurturing, educational, support, and treatment services to maximize family functioning.

Board Outcome:

In order to enhance and maintain family functioning and increase the probability of child/adolescent remaining in the home, 93% (approximately 51 of 56) of the children served will show a significant decrease (at least 2 points) in their Child and Adolescent Level of Care Utilization System (CALOCUS) score, used to determine intensity of services, resources required, and duration by assessing multiple dimensions (risk of harm, functional status, comorbidity, recovery environment, resiliency and treatment history, acceptance and engagement) after 6 months of service or upon completion of services by FY 2013-14.

Final:

During FY 2013-14, 96% (25 of 26) of consumers who completed IHH showed a decrease of at least 3 points in their CALOCUS scores.

Achieved

Early Childhood Support Team

Mission:

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

Vision:

Children ages birth to 5 in Catawba County will be safe, healthy, and ready to learn in kindergarten.

Goal: Children and families will have access to nurturing, education, support, and treatment services to maximize family functioning.

Board Outcome:

To promote social, emotional, and behavioral functioning of preschool children, 92% of children (approximately 24 of 26) who complete services with the Clinical Specialists in FY 2013-2014 will demonstrate greater resiliency, increased ability to meet his/her needs, increased ability to express feelings with appropriate words and actions, and will develop stronger relationships as indicated by an increase in the total protective factors score measured by the Devereux Early Childhood Assessment, 2nd Edition.

Final:

During FY 2013-14, 100% (16 of 16) of children demonstrated greater resiliency, increased ability to meet his/her needs, increased ability to express feelings with appropriate words and actions, and developed stronger relationships as indicated by an increase in the total protective factors score measured by the Devereux Early Childhood Assessment, 2nd Edition.

Achieved

WORK FIRST

Mission:

To enable Work First customers to become and remain self-sufficient by linking them with resources and skills, and to allow them to take responsibility for themselves and their families.

Vision:

All Catawba County families will demonstrate personal responsibility and will have the resources needed to meet their basic needs - food, clothing, shelter, and medical care.

Goal: Citizens will become or remain economically independent.

Board Outcome: **In order to assist the adults in becoming self-sufficient and independent of the Work First Program, 100% of the Able Bodied Work First adults will receive intensive employment services during the fiscal year 2013-2014 as compared to the State benchmark of 80%.**

Final: During FY2013-14, 100% (88 of 88) of the Able Bodied Work First adults received intensive employment services.

Achieved

Board Outcome: **85% (approx 4955 of 5829) of citizens facing a health risk due to exposure to the weather will receive financial assistance with their heating or cooling needs through a collaborative effort provided by Catawba County Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and /or Salvation Army during the fiscal year 2013-2014.**

Final: During FY 2013-14, 97% (3604 - 3501) of citizens facing a health risk due to exposure of the weather, received assistance with their heating through collaborative effort provided by Social Services, ECCCCM, CCM, and SA.

Achieved

ADULT SERVICES

Adult Protective Services/Guardianship/Payeeship

Mission:

Empower vulnerable and disabled adults to live independently and free from abuse, neglect and exploitation.

Vision:

Adults will live healthy, independent and productive lives.

Goal: Frail elderly and disabled adults are safe and have opportunities to remain in their homes.

Board Outcome: **To empower vulnerable and disabled adults to live independently in a safe environment, 90% (27 of 30) of substantiated and confirmed Adult Protective Services reports will not experience a repeat incident of abuse, neglect or exploitation during FY 2013/2014**

Final: During FY 2013-14, 100% (40 of 40) of substantiated and confirmed Adult Protective Service reports have not experienced a repeat incident of abuse, neglect or exploitation.
Achieved

Long Term Care

Mission:

To assist senior and disabled citizens in living in their own homes as long as possible and/or with admission and adjustment to a nursing or assisted living facility providing the appropriate level and quality of services.

Vision:

Catawba County senior and disabled citizens will have the opportunity to receive the necessary support to promote and maintain their quality of life.

Goal: Frail elderly and disabled are safe and have opportunities to remain in their home.

Board Outcome: **Ensure health, safety, and well being by providing services for senior and disabled citizens to remain in their own homes. In lieu of nursing home placement, the Community Alternatives Program will result in the avoidance of \$4,600,000 of Medicaid expenditures during FY 2013/2014. (Conditioned on no reduction in Medicaid program or services.)**

Final: During FY 2013-14, the Community Alternatives Programs ensured health, safety, and well being by providing services for senior and disabled citizens to remain in their own homes in lieu of nursing home placement, and avoided \$5,018,669.74 of Medicaid expenditures.
Achieved

Senior Nutrition/In Home Services

Mission:

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.

Vision:

All Catawba County citizens 60 years of age and older will have the necessary resources to make choices to remain in their own homes and experience improved quality of life.

Goal: Frail elderly and disabled adults are safe and have opportunities to remain in their home.

Board Outcome: Seniors will have the choice to remain at home, experience increased independence, and reduced isolation through the provision of nutritious meals, health and wellness activities, education, socialization, and volunteer support serving 96% of the eligible persons requesting services in FY 2013/2014. (Conditioned on the availability of funds).

Final: During FY 2013-14, Senior Nutrition Services served 99.35% (1539 out of 1549) of eligible persons requesting services.

Achieved

Adult Medicaid

Mission:

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

Vision:

Catawba County adult population will live a healthy life and access quality medical care.

Goal: Social Services will operate with the highest standards of effectiveness and efficiency.

Board Outcome: To assist the elderly and disabled Catawba County population in gaining access to medical care and enabling them to maintain quality of life by serving an average of 69.5% "potentially eligibles" (approximately 7,056 of 10,152) per month with Medicaid benefits through FY 2013/2014 as compared to the state's current participation rate of 60.5%. (Conditioned on no reduction in Medicaid programs or services.)

Final: During FY 2013-14, 69.5% (7056 of 10152) of potentially eligible adults were served.

Achieved

Carolina ACCESS

Mission:

To provide Medicaid customers with access to medical attention.

Vision:

Ensure availability and access of medical care to the Medicaid recipients of Catawba County

Goal: To operate with the highest standards of effectiveness and efficiency.

Board Outcome:

Ensure individualized, quality medical care and reduce unnecessary emergency room utilization by enrolling 91% (21,127 of 23,217) of Catawba County Medicaid beneficiaries with a primary care physician in FY 2013/2014 (compared to the statewide average of 87%).

Final:

During FY 2013-14, ensured a medical home to 92% (approximately 21,496 of the 23,205) Medicaid managed cared eligible's in Catawba County.

Achieved

Medicaid Transportation

Mission:

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

Vision:

Catawba County citizens will have access to medical care.

Goal: Social Services will operate with the highest standards of effectiveness and efficiency.

Board Outcome:

Assist Medicaid eligible Catawba County citizens in accessing medical service by arranging and/or providing 24,000 trips to an estimated 1,890 unduplicated individuals during FY 2013/2014. (A trip is measured as a round trip.)

Final:

During FY 2013-14, assisted Medicaid-eligible Catawba County citizens in accessing medical services by arranging and/or providing 26,279 trips to 2,040 unduplicated individuals.

Achieved

FAMILY SUPPORT

Child Support

Mission:

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

Vision:

All parents will be responsible for providing support and stability for their children.

Goal: Vulnerable Children are in a safe, nurturing, financially stable environment.

Board Outcome: **To assure that children receive the financial support of their parents, a collection rate of 71% for child support payments during FY 2013-2014 will be maintained, as compared to similar Counties average of 65.94% and the statewide average of 65.63%**

Final: During FY 2013-14, child support maintained a 69.48% (\$755,371.55 of \$1,086,382.76) collection rate.
Not Achieved

Board Outcome: **To assure that children are financially supported by both parents, 87.25% (5,996 of 6,872) of the children who need a child support order for support will have one during FY 2013/2014 as compared to similar counties average of 85.04% and the statewide average of 84.69%.**

Final: During FY 2013-14, 87.73% (6005 of 6848) of Child Support's cases were under order .
Achieved

Family Medicaid / Health Choice

Mission:

To assist families and children in obtaining access to medical services by quickly and accurately determining their eligibility for Medicaid / NC Health Choice for Children and providing information to citizens to help them obtain medical services.

Vision:

All Catawba County families will have access to medical and dental services.

Goal: Social Services will operate with the highest standards of effectiveness and efficiency.

Board Outcome: **To ensure children have access to Medical / Dental services which will result in an increase in the quality of health, Medicaid or North Carolina Health Choice will be provided to 92% (approximately 16,029 of 17,423) of Catawba County's uninsured/potentially eligible children under the 200% of the Federal Poverty Limit during FY2013-2014 compared to the state's rate of 90%.**

Final: During FY 2013-14, 94.5% (16,456 of 17,423) of the uninsured children were served.
Achieved

Board Outcome: **To assure that the medical needs of citizens are met promptly, 97% (approximately 11,058 of 11,400) of all Family Medicaid applications will be processed timely and with an average**

processing time of 25 days compared to the state's requirement to process 90% of all applications within 45 days.

Final:

Due to the following reasons out of the agency's control, this outcome is not measureable: As recent as June we received applications from the Federal Market Place that were over 6 months old (4.5 months overdue at the time received), there is not a way to obtain data for MAGI applications in any of the databases available, the above percentages are mostly EIS cases (A Family MA application was only put into EIS after entering into NCFAST failed). Even with these factors, the data available demonstrated that 88% (4821 of 5506) of applications were processed during fiscal year 13-14 with an average processing time of 27 days.

Achieved

Food Assistance / Program Integrity

Mission:

To efficiently provide food assistance to eligible families and connect them to other available resources.

Vision:

All Catawba County families will have their nutritional needs met.

Goal: Social Services will operate with the highest standards of effectiveness and efficiency.

Board Outcome:

To assure that tax dollars are used appropriately and to assure that families receive the correct benefits, the Food Assistance staff will maintain an accuracy rating of 98% as evaluated by state quality control monitors and local resource management review during FY 2013-14 as compared to the current state accuracy rate of 97.82%.

Final:

During FY 2013-14, 98.9% (1012 of 1024) of cases 2nd party reviewed by State Quality Control were accurate.

Achieved

Board Outcome:

To assure that the needs of citizens are met promptly and the implementation of NCFAST will continue to positively support the mission of the program, 99% of all approved food assistance applicants will be processed within an average of 8 days or less by June FY 2013-14 as compared to the Federal goal of 97% within 30 days.

Final:

During FY 2013-14, 99.1% (2,857 of 2,883) of applications were processed in an average of 6.25 days.

Achieved

CHILDREN'S PURCHASE OF SERVICES

Day Care

Mission:

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.

Vision:

To financially assist citizens of Catawba County with the expense of child care.

Goal: Social Services will operate with the highest standards of effectiveness and efficiency.

Board Outcome:

To support the economic independence of Catawba County parents/caretakers, all available subsidy funds will be maximized to serve an average of 1675 children per month during fiscal year 2013-14. (Conditioned on the availability of state and federal funds.)

Final:

During FY 2013-14, an average of 1733 children received subsidy.

Achieved