

# **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(1):*** 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 2014-15.

***Board Outcome(2):*** To ensure prudent fiscal management and ongoing viability of the Agency, collect 99.95 percent (\$28,195,966 of \$28,210,071) (western NC counties' avg. 98.92 percent) of Federal and State allocations, Medicaid billings, and available grants for all areas of Social Services during FY2014-2015.

# CHILD WELFARE

## Safety

### Mission:

To provide a comprehensive network of safety, nurturing, education, support and treatment services to maximize family functioning.

### Vision:

Children in Catawba County will have safe, stable, permanent families who provide all well-being needs and offer nurturing and encouragement to support 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(3):** In order to be more fully equipped to provide trauma informed services to children and families served within the division, 95 percent (184 of 195) of all child welfare staff will complete the Child Welfare Trauma Toolkit Training and will demonstrate improved or maintained understanding of the impact trauma has on children the impact childhood trauma experienced by parents has on their ability to parent effectively as measured by a 14 percent increase in trauma informed knowledge from pre to post test in FY 2014-15. *2 additional correct responses on 14 question post test would indicate 14% increase.*

**Board Outcome(4):** In order to improve self sufficiency and increase positive support systems available to families in times of crisis, 75 percent (163 of 217) of families in need of child protective services and who identify two voluntary supports (such as family members, friends, faith community, coaches, teachers, or others) that are willing to take an active role as a participant in the family's safety plan, will not experience another need for services within 6 months of case closure during FY 2014-15.

**Board Outcome(5):** In order to promote safety of children, 80 percent (175 of 217) of parents/caregivers in need of child protective services will be able to demonstrate/explain and put into practice at least two behaviors that keep their children safe prior to closure of services as evidenced by CFT, case closure summary, case plan, and/or documentation in narrative during FY 2014-15.

**Board Outcome(6):** 2014-15 Multi-year:  
Year One: To develop relationships, strengthen parental engagement, identify supports and mutual understanding of expectations in an atmosphere of mutual respect that promotes the safety of children, 75 percent (321 of 428) of all families with children involved in child welfare assessments or investigations, family in-home, and foster care services during Fiscal year 2014-2015, will participate in a Child and Family Team meeting with fidelity to the CFT model at required intervals (prior to petition for custody, within 30 days of case decision, within 30, 60, 150 days of foster care and every 6 months thereafter) as measured by ISSI data and information.

2015-16 Year Two:

To develop relationships, strengthen parental engagement, identify supports and mutual understanding of expectations in an atmosphere of mutual respect that promotes the

safety of children, 75 percent (321 of 428) of all families with children involved in child welfare assessments or investigations, family in-home, and foster care services during Fiscal Year 2015-2016, will participate in a Child and Family Team meeting with fidelity to the CFT model at required intervals (prior to petition for custody, within 30 days of case decision, within 30, 60, 150 days of foster care and every 6 months thereafter) and demonstrate parenting that increases safety to their children measured by an evidenced based pre/post test tool (to be determined during 2014-15).

## **Permanency**

### **Mission:**

To provide a comprehensive network of safety, nurturing, education, support and treatment services to maximize family functioning.

### **Vision:**

Children in Catawba County will have safe, stable, permanent families who provide all well-being needs and offer nurturing and encouragement to support 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(7):** To increase or maintain connections with relatives for children who are removed from their own homes, placement with approved relatives/kin within 90 days of the legal case decision will increase from the current rate of 38 percent to 40 percent (48 of 120), during FY 2014-15.

**Board Outcome(8):** In order to increase local placement options, keep more foster children in their home schools, help retain friends, and keep a sense of home community, the number of local licensed foster homes will increase by 50 percent (from 10 to 15 homes) in FY 2014-15.

**Board Outcome(9):** To improve foster care placement stability and increase the well-being of children, 90 percent (104 of 116) of children in foster care less than 12 months will experience two or fewer placement changes (excluding moves toward permanency) during FY 2014-2015 as compared to the state's 88.44 percent, large counties 86.17 percent, and Catawba County's 88.72 percent in FY 2012-13.

**Board Outcome(10):** To improve foster care placement stability and increase the well-being of children, 71 percent (57 of 80) of children in foster care for 12-24 months will experience two or fewer placements, excluding moves toward permanency during FY 2014-15, as compared to the current federal standard of 59.9 percent, and the FY 12-13 state percentage of 69.1 percent, large counties' 72.45 percent, and Catawba County's 65 percent.

**Board Outcome(11):** To assist children in foster care with a plan of adoption to move toward permanency during FY 2014-15, 55 percent (28 of 51) of children will become adopted within two years of entering agency custody, as compared to the state rate of 36.54 percent and Catawba's rate of 52.94 percent.

**Board Outcome(12):** To promote placement stability and permanence for youth in foster care, 90 percent (31 of 35) of youth served in Andrea's Place and Blevins (DSS Homes-Level I) will receive the following within their 90 day stay: physical health assessment, mental health assessment, behavioral assessment, and a comprehensive team meeting, including

family and professionals involved with the child and family during FY 2014-15.

## **Wellbeing**

### **Mission:**

To provide a comprehensive network of safety, nurturing, education, support and treatment services to maximize family functioning.

### **Vision:**

Children in Catawba County will have safe, stable, permanent families who provide all well-being needs and offer nurturing and encouragement to support 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(13):** In order to promote strong ties with foster children and their caregivers while assessing for continuous safety and wellbeing, social workers will visit 95 percent (195 of 205) of children at least once per month and 89 percent (182 of 205) of these visits will be in the child's residence during FY 2014-15, as compared to the federal benchmark of 90 percent and 85 percent, and our most recent result of 94.7 percent and 88 percent, respectively.

**Board Outcome(14):** In preparation for successful independent living, 90 percent (approximately 35 of 39) of youth aged 16-18 who actively participate in North Carolina's Independent Living Program for Foster Children (LINKS) in FY 2014-15 will meet a benchmark of 80 percent achievement in State-identified outcomes (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).

**Board Outcome(15):** To help promote academic success and provide a more normalized childhood through involvement in extracurricular activities, 90 percent (123 out of 137) of school age children in foster care will participate in at least one developmentally appropriate social/athletic/cultural/spiritual activity during FY 2014-15.

**Board Outcome(16):** In order to promote wellbeing and improved behaviors for youth during FY 2014-15, 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.

**Board Outcome(17):** To improve family functioning, 90 percent (405 of approximately 450) of children and adolescents served by Family Net outpatient services 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 2014-15.

## Prevention

### Mission:

To provide a comprehensive network of safety, nurturing, education, support and treatment services to maximize family functioning.

### Vision:

Children in Catawba County will have safe, stable, permanent families who provide all well-being needs and offer nurturing and encouragement to support 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(18):** To reduce the impact of neglect on a child's functioning and development, 85 percent (approx. 116 of 136) of families who are identified as chronically neglectful will not experience an additional finding of child maltreatment within 12 months of completing in-home social work services (or reunification of a child following foster care) during FY 2014-15.

**Board Outcome(19):** In order to improve future opportunities for academically vulnerable students, 85 percent (106 of 125) of students who receive ACE social work services for at least 90 days will demonstrate improvement in at least one domain (life domain functioning, behavioral/emotional needs, risk behaviors, caregiver strengths, child strengths, acculturation) using the Child and Adolescent Needs and Strengths (CANS) Comprehensive Assessment tool during FY 2014-15.

**Board Outcome(20):** To increase knowledge of risks and consequences of adolescent sexuality and provide skills in problem-solving, the vulnerable population of 8<sup>th</sup> grade students served by Teen Up who complete 75 percent of the total sessions (94 of 126), will maintain or improve scores from pre to post test during FY 2014-15.

**Board Outcome(21):** FY 2014-15 Multi-year:

To help facilitate parental engagement and remove barriers to reunification (or other permanency outcomes) for youth entering foster care during FY 2014-15, 75 percent (68 of 90) of parents/caregivers will receive a trauma-informed assessment within 45 days of child entering care to identify needs and gaps in services.

FY 2015-16: 75% of parents with identified needs (46 of 61) will receive appropriate treatment and/or support services. *Specific service array to be identified and put into place (or coordinated) along with measurement tool, during FY 2014-15*

**Board Outcome(22):** To provide more timely and clinically appropriate treatment to help children in foster care heal from trauma and improve their placement stability, 80 percent (47 of 59) of children ages 3-17 who have entered foster care and complete a mental health trauma informed assessment by Family Net within 30 days, will receive recommended treatment during FY 2014-15 as compared to 50 percent in FY 2013-14.

**Board Outcome(23):** To promote community safety and improve quality of life, 92 percent (approximately 54 of 60) of court-involved youth who receive a minimum of 12 outpatient treatment

sessions (individual, family, and/or group therapy) or who complete their recommended treatment prior to 12 sessions during FY 2014-15, will have no new juvenile legal charges while in the Family NET treatment program as compared to the nation's most successful programs realizing 75 percent.

## **FAMILY N.E.T. (Nurturing, Education, and Treatment)**

### **Mission:**

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.

### **Vision:**

To provide the highest quality services possible while recognizing each person's right to make informed choices, respecting the dignity of the individual, promoting family involvement and empowering each individual to achieve within the limits of his or her capabilities.

### **Goal:**

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

## **Administrative Office Support**

### **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(24):** In order to promote and sustain child wellbeing and family functioning through quality 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 percent or better by June 30, 2015 as compared to the minimum 85 percent compliance needed to achieve accreditation.

## **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(25):** To promote social, emotional, and behavioral functioning of preschool children, 93 percent of children (approximately 24 of 26) who complete services with the Clinical Specialists in FY 2014-15 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 as measured by the Devereux Early Childhood Assessment, 2<sup>nd</sup> Edition.

**Board Outcome(26):** To promote social and emotional well-being of young children, 95 percent (36 of 38) of child care programs participating in consultative services with the Education Specialists for at least 6 months in FY 2014-15 will demonstrate maintenance or improvement in the areas of transitions, schedules, routines, and group time activities for children as measured by the Inventory of Practices for Promoting Children’s Social Emotional Competence.

# **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(27):** In order to assist Work First Able Bodied Adults in becoming independent of the Work First Program, 90 percent (approximately 27 of 30) of the adults with a means of transportation will receive intensive employment services during the fiscal year 2014-2015 as opposed to the state benchmark of 80 percent.

**Board Outcome(28):** To strengthen the future well-being and independence of the children in the home, 98 percent (approximately 250 of 256) of all caretakers receiving Work First will participate in ensuring all educational and health needs of the child are being met during the fiscal year 2014-15.

**Board Outcome(29):** To eliminate the crisis of citizens unable to meet their heating or cooling needs, 95 percent (approximately 3141 of 3307) will receive financial assistance through a collaborative effort provided by Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army.

# **ADULT SERVICES**

## **Adult Protective Services/Guardianship**

### **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(30):** To help empower vulnerable and disabled adults to live independently in a safe environment, 93 percent (28 of 30) of persons who have experienced abuse, neglect or exploitation and are receiving services to meet their individual needs, will not experience a repeat incident of abuse neglect or exploitation during FY 2014-2015.

## **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(31):** Increase quality of care in Adult Day Care/Day Health Centers and Adult Care Homes (20 facilities) during FY 2014-2015 by providing training, education, consultation and follow up monitoring to ensure 94 percent (15 of 16) of all concerns identified by the Adult Home Specialist do not escalate to a level of deficient practice.

## **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(32):** To support health and wellness, independence, education, socialization and reduced isolation; the Senior Nutrition program will serve 97 percent (1,243 of 1,281) of eligible 60+ Catawba County citizens with an expressed need during FY 2014-2015.

### **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(33):** Assist Medicaid eligible Catawba County citizens in accessing medical services by arranging and/or providing 25,000 trips to an estimated 1,900 unduplicated individuals during FY 2014-2015.

# **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(34):** To assure that children receive the financial support of their parents, a collection rate of 70.25 percent for child support payments during FY 2014-2015 will be maintained, as compared to the statewide average of 65.2 percent and similar county average of 66.83 percent.

**Board Outcome(35):** To assure that children are financially supported by both parents, 87.75 percent of the children who need a child support order for support will have one during FY 2014-2015 as compared to the statewide average of 84.74 percent and similar county average of 85.68 percent.

## **Universal Services (Medicaid and Food Assistance)**

### **Mission:**

To assist families and children in obtaining access to supportive services and benefits by quickly and accurately determining their eligibility.

### **Vision:**

All Catawba County families will have access to basic needs: Nutrition and medical, dental, and behavioral care.

### **Goal:**

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

**Board Outcome(36):** To enhance the quality of health of children by increasing access, Medicaid or North Carolina Health Choice will be provided to 92 percent (approximately 16,132 of 17,535) of Catawba County's uninsured/potentially eligible children during FY2014-2015 compared to the state's rate of 90 percent.

**Board Outcome(37):** To assure that the medical needs of citizens are met promptly, 97 percent (approximately 10,090 of 10,400) of all Family Medicaid applications will have an average processing time of 25 days during FY2014-2015 (decreasing to 20 days in FY2015-2016) compared to the state's requirement to process 90 percent of all applications within 45 days.

**Board Outcome(38):** To assist elderly and disabled citizens in gaining access to medical care and enable them to maintain quality of life by serving an average of 69.5 percent of the potentially eligible population of Catawba County (approximately 7,351 of

10,577) per month with Medicaid benefits through FY 2014/2015 as compared to the state's current participation rate of 59 percent.

**Board Outcome(39):**Ensure individualized, quality medical care and reduce unnecessary Emergency Room utilization by having 92 percent (approximately 21,485 of 23,545) of Catawba County Medicaid beneficiaries linked with a primary care physician by the end of FY 2014-15 compared to the statewide average of 91 percent.

**Board Outcome(40):**To assure that tax dollars are used appropriately and families receive the correct benefits, the Food Assistance staff will maintain an accuracy rating of 97 percent of all Food Assistance cases as evaluated by state quality control monitors (approximately 20) during FY 2014-15 as compared to the current state accuracy rate of 95.64 percent (data as of May 2013).

**Board Outcome(41):**To assure that the needs of citizens are met promptly and the implementation of NCFAST will continue to positively support the program's mission, 98 percent (approximately 5243 of 5350) of all approved food assistance applicants will be processed within an average of 10 days or less during FY 2014-15 as compared to the Federal goal of 97 percent within 30 days.

**Board Outcome(42):**To promote the appropriate use of public benefits, Program Integrity will investigate known and suspected overpayment situations, causing collections of state, county, and federal funds of \$225,000 for FY 2014-15.

**Board Outcome(43):**To support the Universal Eligibility Specialist concept, improve customer service and create efficiencies for staff, 95 percent (approximately 7436 of 7828) of families receiving Food Assistance and Medicaid will have one case manager by June 30, 2015 as compared to our current caseload of 25 percent.

## **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(44):** To support the economic independence of Catawba County parents/caretakers and employers, all available subsidy funds will be maximized by serving an average of 1650 children per month during fiscal year 2014-15.

**Board Outcome(45):** In order to ensure the safety of children involved with Child Protective Services, appropriate supervision and child care will be provided to 95 percent (157 of 166) of children needing child care for this purpose during FY 2014-15.