Work and Performance Plan FY2020 (DSS)

Peggy Eagan, Social Services
### Key Initiative #1 -- State MOU Compliance

**Link to Strategic Business Plan:**
No

**Description:**
Ensure compliance with the minimum performance standards outlined in the North Carolina Department of Health and Human Services Memorandum of Understanding for the Department of Social Services (DSS) and Child Support Enforcement (CSE) Division. To be compliant, DSS must not miss specific performance standards for three consecutive months or for five months out of twelve, while CSE specific outcomes are measured cumulatively, and would not be at risk for non-compliance unless out of compliance for two consecutive 12-month periods.

**Rationale:**
DSS and CSE will establish program operations that support compliance with North Carolina Department of Health and Human Services Memorandum of Understanding and avoid any risk of non-compliance. Doing so will help ensure timely and quality services are provided to customers of both divisions.

**Completion Date:**

**Updates/Project Milestones:**
- Finalize Intake process changes and one-touch case processing - Jul 2019--COMPLETED
- Design, implement and test new metrics and reports to improve managerial and supervisory accountability - Jul 2019--COMPLETED
- Engage a consultant to increase efficiencies and implement best practices for application/case processing - Aug 2019--IN PROGRESS
- Engage staff to gain their input for organizational changes, and improvements in application/case processing - Sep 2019
- Work with Human Resources to Develop Recruitment and Retention Plan - Sep 2019
- Finalize redeveloped business process strategy and present to staff - Oct 2019
- Implement Supervisor Development strategy to improve employee retention - Nov 2019
- Complete organizational redesign and business process implementation plan - Dec 2019
- Implement new business process - Jan 2020
- Begin implementation of division-wide realignment strategy - May 2020

**Outcomes/Measures:**
Meet 100% of MOU requirements- To be considered compliant with the terms of the MOU the county must not fail to meet all performance standards for three consecutive months or for five months out of twelve.
### Key Initiative #2 - Medicaid Performance and Accountability Plan

**Link to Strategic Business Plan:**
Yes

**Description:**
Develop and implement Medicaid performance and accountability strategies to ensure compliance with the North Carolina Department of Health and Human Services (NCDHHS) Medicaid application timeliness measures, outlined in the March 2019 Medicaid Corrective Action Plan (CAP). To be compliant with the CAP, the Department of Social Services (DSS) must meet all Medicaid timeliness performance standards, for three consecutive months.

**Rationale:**
Implementing a comprehensive performance and accountability strategy will ensure that the Department is removed from its Corrective Action Plan with NCDHHS and is compliant with the minimum performance standards.

**Completion Date:**
June 2021.

**Updates/Project Milestones:**
- Finalize Intake process changes and one-touch case processing - Dec 2019 -- IN PROGRESS
- Design, implement and test new metrics and reports to improve managerial and supervisory accountability - July 2019 -- COMPLETED
- Work with Human Resources to Develop Recruitment and Retention Plan - Sept 2019 -- IN PROGRESS
- Engage a consultant to increase efficiencies and implement best practices for application/case processing - August 2019 -- IN PROGRESS
- Engage staff to gain their input for organizational changes, and improvements in application/case processing - Sept 2019
- Finalize redeveloped business process strategies and present to staff - Nov 2019
- Complete organizational redesign and business process implementation plan - Jan 2019
- Implement new processes - Feb 2020
- Ensure monthly compliance with NCDHHS Medicaid Timeliness performance measures

**Outcomes/Measures:**
Released from Medicaid Corrective Action Plan and Maintain Compliance to MOU with NCDHHS
### Key Initiative #3 -- Medicaid Transformation

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<tr>
<th>Description:</th>
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<tr>
<td>Ensure Mecklenburg County HHS is prepared for the NC Department of Health and Human Services (NCDHHS) Medicaid Transformation. As directed by the General Assembly and under authority of the State's approved 1115 Demonstration Waiver, NCDHHS will delegate the direct management of certain health services and financial risks to Managed Care Organizations (MCO) Prepaid Health Plans (PHPs). PHPs will receive a monthly capitated payment and will contract with providers to deliver health services to their members. To ensure a smooth transition to the MCO model, HHS Agency will: 1) Define how changes will impact HHS budget and operations. 2) Develop comprehensive communication strategies for both staff and customers. 3) Respond to the breadth and scope of changes (including Non-Emergency Medical Transportation Services, Health Department Clinics, DSS Call Centers, etc.) during and post-MCO implementation.</td>
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<tr>
<th>Rationale:</th>
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<td>A comprehensive Medicaid Transformation transition plan will ensure the HHS Agency continues to provide quality services to all Medicaid-eligible customers across its departments.</td>
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<td>July 2020</td>
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<th>Updates/Project Milestones:</th>
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<tr>
<td>• Managed Care overview and staff training - Nov 2019--IN PROGRESS</td>
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<td>• Work with BPM and County Finance to determine Mecklenburg Transportation Services plan and budget implications - Oct 2019--IN PROGRESS</td>
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<td>• Meet with Managed Care companies to determine how they might subcontract transportation services with DSS - Sep 2019-- IN PROGRESS</td>
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<td>• Work with Maximus and community partners to determine communication strategy and assist client sign ups for Managed Care Broker - Oct 2019</td>
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<td>• Partner with Maximus and the state to secure enrollment brokers - Dec 2019</td>
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<td>• Review/Sign contracts with Logisticare, One Call and National MedTrans as appropriate - Dec 2019</td>
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<td>• Determine software changes - Sep 2019</td>
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<td>• Go Live - Feb 2020</td>
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<th>Outcomes/Measures:</th>
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### Key Initiative #4 -- Community Aging and Disability Services Collaborative

| **Link to Strategic Business Plan:** | Yes |
| **Description:** | This initiative supports the designation of Mecklenburg County as an Age-Friendly community and will establish a community-wide action plan to address the existing and future needs of Mecklenburg's aging population. The initiative is in its third operational year. |
| **Rationale:** | The existing aging and disability services networks do not have a shared, overarching strategy for serving Mecklenburg County residents. The absence of a coordinated strategy to address the needs of the county's aging population leads to gaps in services and unequal access to basic livability needs. DSS, with the assistance of AARP, will lead the effort to bring community stakeholders together to develop an Age-Friendly action plan. |
| **Completion Date:** | December 2022 |
| **Updates/Project Milestones:** | Reestablish community engagement activities to garner the input and expertise needed to develop the Age-Friendly action plan:  
  - Identify and begin discussions with county partners who can help inform the development of the Age-Friendly plan - Ongoing  
  - Increase stakeholder participation on Age-Friendly Advisory Committee - September 2019  
  - Host community focus groups to gain input from residents - March 2020  
  - Analyze focus group data to help inform development of the action plan - June 2020  

Establish strategic partnerships with community stakeholders that have influence in Age-Friendly domains that are outside of Mecklenburg county's purview:  
  - Strengthen stakeholder relationship with Novant Health, Atrium Health, and the Alzheimer's Association - July 2019  
  - Establish partnership with Johnson C. Smith, UNCC, CPCC and Charlotte-Mecklenburg Library to disseminate communication, information and resources related to older adults - November 2019  

Draft community-wide Age-Friendly action plan (FY21-FY22)*:  
  - Finalize strategic action plan and identify indicators to monitor progress - March 2021  
  - Submit strategic action plan to the World Health Organization (WHO) for endorsement - June 2021 (pending AARP approval)  

* Milestones will be updated for FY21-FY22 |
| **Outcomes/Measures:** | Successful accomplishment of established milestones. |
### Key Initiative #5 -- Raise the Age

**Link to Strategic Business Plan:**
No

**Description:**
In preparation for North Carolina’s Raise the Age (RTA) legislation beginning December 1, 2019, the Department of Social Services is responsible for ensuring residential placement and evidence-based programming for youth involved with both the juvenile justice and child welfare systems as remanded by the Juvenile Court in Mecklenburg County. The RTA initiative transfers jurisdiction of nonviolent juvenile offenders, up through age 17, to the Juvenile Court.

**Rationale:**
The Center for Juvenile Justice Reform (and other child-serving agencies) has emphasized the need to allocate programming and special resources to youth involved with both the juvenile justice and child welfare systems. Research supporting a link between delinquency and child maltreatment stretches over the last forty years. That is, there is substantial evidence that maltreated children are more likely to engage in delinquency and juvenile offending than children who have not been maltreated. The relationship is evident regardless of the methods used to measure maltreatment and delinquency. Further, the Office of Juvenile Justice and Delinquency Prevention stresses the importance of examining key indicators affecting juvenile offending, including healthcare, behavior issues, environment and safety, and history of child maltreatment. Additionally, crossover youth are often undetected and use a disproportionate share of agency resources. As such, the Department anticipates the need to ensure access to enhanced residential and healthcare (physical and emotional) services to promote optimal outcomes, and to partner with other stakeholders.

**Completion Date:**
Ongoing

**Updates/Project Milestones:**
- Assess existing DSS contracts with community-based service providers to ensure use of evidence-based programming to meet the needs of RTA youth and families of origin toward permanency planning.
- Develop an internal tracking/monitoring system of youth who are involved with both the criminal justice and child welfare systems.
- Collaborate with Cardinal Innovations to ensure foster care placements are both timely and adequate to meet the needs of RTA youth.
- Expand therapeutic residential foster care contracts to ensure proper placement for RTA youth who have the greatest needs.

**Outcomes/Measures:**
### Key Initiative #6 -- Charlotte-Mecklenburg Family Justice Center

**Link to Strategic Business Plan:**
No

**Description:**
Partner in the planning and implementation of the Charlotte-Mecklenburg Family Justice Center (FJC). The FJC is a multi-agency, multi-disciplinary co-located model of services for survivors of intimate partner violence, sexual assault, child abuse, elder abuse, and human trafficking.

**Rationale:**
Family Justice Centers focus on reducing the number of times victims tell their story, the number of places victims must go for help, and aim to increase access to services and support for victims and their children. Documented and published outcomes associated with Family Justice Centers include: reduced homicides; increased victim safety; increased autonomy and empowerment for victims; reduced fear and anxiety for victims and their children; increased efficiency in collaborative services to victims; and increased prosecution of offenders. The FJC model has been identified as a best practice in the field of domestic violence intervention and prevention services by the U.S. Department of Justice.

**Completion Date:**
This is a multi-year, phased plan with the completion date to be determined. Phase 1 will feature limited co-located services in a temporary space to begin establishing the partnerships, policies and procedures required for an expansive, permanent Phase 2 Family Justice Center. Planning for both Phase 1 and Phase 2 is ongoing. The primary focus for FY20 will be implementing Phase 1 while planning for Phase 2.

**Updates/Project Milestones:**
- Participate in FJC Steering Committee and subcommittees for both Phase 1 and Phase 2.
- Identify County services and personnel to integrate into Phase 1 of the Family Justice Center.
- Identify future budgetary requirements of integrating County services and personnel into the Family Justice Center.
- Develop centralized intake and referral processes for Phase 1.
- Develop evaluation measures for Phase 1.
- Develop a plan to launch Phase 1 in partnership with Safe Alliance, Pat’s Place, DSS, Law Enforcement, District Attorney, and other community providers.

**Outcomes/Measures:**
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<th>Key Initiative #7 -- Health and Human Services Integration Initiative</th>
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<td><strong>Link to Strategic Business Plan:</strong></td>
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**Description:**
Health and Human Services (HHS) Integration seeks to better coordinate service delivery across the Consolidated Health and Human Services Agency.
Integration includes:
- Connecting data software systems across HHS departments to help customers receive information and/or referrals for needed services regardless of which HHS department they first interact with.
- Implementing a technology platform, Single View of the Customer, that streamlines HHS programming to help customers easily access services.
- Ensuring Mecklenburg County residents can receive HHS services as close to their homes as possible.

**Rationale:**
Many residents receive services from multiple HHS departments, but efficient coordination of these services is difficult because of operational, policy and technology constraints. HHS Integration takes a broader look at how the HHS Agency can be best organized to serve Mecklenburg County residents.

HHS Integration is important because the initiative will:
- Enhance collaboration across HHS departments to offer programs and services in a comprehensive manner.
- Create the Single View of the Customer technology platform to improve customer experience when accessing services across HHS departments.
- Help HHS customers have a clearer path to independence and stability.

**Completion Date:**
This is a multi-year plan with the completion date yet to be determined. (The updates or milestones below will be completed during FY20.)

**Updates/Project Milestones:**
- Finalize data sources needed to create the Single View of the Customer technology platform.
- Define data access for HHS staff who will use Single View of the Customer
- Create comprehensive case plans for customers that are consistent with the Single View of the Customer service delivery model.

**Outcomes/Measures:**
End of year reporting ONLY
### Key Initiative #8 -- Equity and Inclusion Initiative

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<tr>
<td><strong>Description:</strong></td>
<td>Begin the implementation of the County’s Equity Action Plan adopted in June 2019.</td>
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<td><strong>Rationale:</strong></td>
<td>To address the challenge for Mecklenburg County to become a stronger pro-equity organization, strategies must be implemented that enhance the work Mecklenburg County has already completed to promote equity and inclusion. The County has partnered with the Government Alliance on Race and Equity (GARE) to create both an equity training curriculum for County staff, an Equity Action Toolkit and a three-year Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County begin the implementation of year one action items identified in the Equity Action Plan.</td>
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<td><strong>Completion Date:</strong></td>
<td>This is a multi-year initiative.</td>
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<td><strong>Updates/Project Milestones:</strong></td>
<td>Begin the Implementation of Year One of the County’s Equity Action Plan:</td>
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<td>• Rollout “Advancing Racial Equity Training” for all County employees to enhance abilities to advance racial equity. Target: Training completed by Group One and Two departments identified in the rollout plan.</td>
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<td>• Develop ongoing communication, training and engagement plan to ensure employees have the understanding and ability to advance equity.</td>
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<td>• Identify performance data needs and ensure mechanisms are in place to track and collect critical data.</td>
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<td>• Collaborate with department action teams to support the creation of department specific equity action plans.</td>
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<td>• Finalize development of the Customized Racial Equity Toolkit and provide training on tool usage to County mid-senior management.</td>
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<td>• Begin building partnerships/alliances with nonprofits, towns, cities, counties in North Carolina and Government Alliance on Race and Equity jurisdictions to advance racial equity.</td>
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<td><strong>Outcomes/Measures:</strong></td>
<td>Successful accomplishment of established Equity Action Plan milestones.</td>
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