

**DSS BOARD
STOKES COUNTY GOVERNMENT
DANBURY, NORTH CAROLINA
MONDAY JULY 15, 2019**

Chairman Andy Nickelston
Vice Chairman Jimmy Walker
Board Member Ronnie Mendenhall
Board Member Rick Morris
Board Member Jamie Yontz

Chairman Nickelston called the meeting to order and welcomed those in attendance.

Vice Chairman Walker delivered the invocation.

Chairman Nickelston invited those in attendance to join the Board in the Pledge of Allegiance.

APPROVAL OF AGENDA

Chairman Nickelston entertained a motion to approve the agenda.

Board Member Mendenhall moved to approve the agenda as presented.

Board Member Yontz seconded the motion.

Chairman Nickelston opened the floor for discussion.

With no further discussion, the Agenda was approved 5-0.

PUBLIC COMMENTS

Chairman Nickelston noted there were no individuals signed up for public comments.

INFORMATION

Chairman Nickelston turned the floor over to DSS Director Stacey Elmes.

DSS Director Stacey Elmes presented the following information to the Board:

All attachments presented on the agenda will be attached at the conclusion of the minutes with the exception of the minutes which are located under the minutes tab on the county website.

- I. DSS Dashboard**
- II. Audits and Technical Assistance**
 - a. E-Mail dates 7/2/19 regarding quarterly monitoring by Division of Health Service Regulation**
 - b. Corrective Action dates 6/26/19 regarding the audit performed by Martin and Starnes in June**
 - c. Letter from NCDHHS/Child Support for quality review held on 6/12/19**
 - d. PTRC monitoring of our HCCBG and Family Caregivers Programs dated May 24, 2019**
- III. Strategic Plan Draft**

Chairman Nickelston opened the floor for any discussion/questions/comments.

Vice Chairman Walker requested information on Foster Care in the county and inquired what the requirements are to be a foster parent, and asked if a single parent would qualify.

DSS Director Stacey Elmes provided an update on the status of Foster Care in the county and noted that they are always looking for new Foster Parents through various resources. It was also noted that in order to be a foster parent, the individual must be 21 or older, have a clean record, complete all classes required and go through a home assessment.

Vice Chairman Walker noted that he would like to be as knowledgeable as possible on this and be able to let people know who may be interested.

Vice Chairman Walker noted that he liked the strategic plan for replacing employees that may be retiring.

Commissioner Morris noted that the succession plan is good and that the county hiring process allows the internal candidate to have the opportunity first and as long as the candidates are trained and qualified this makes the process work. He also noted that the strategic plan should stress the Child Welfare and Adult Protective Services piece of DSS. A lot of people assume that DSS is just Income Maintenance but it's so much more than that.

Commissioner Mendenhall noted that he was thankful for all of the hard work that Social Services does and that he knows what a tough job it is. He commended the staff for the job they do and noted that he too was in favor of a strategic plan for the future.

Commissioner Yontz noted that he appreciated the report and noted that there seemed to be a spike in June for training for families for foster care.

DSS Director Stacey Elmes noted that this is just ongoing training for those already fostering and does not indicate new foster parents while they are always trying to increase the numbers.

NC Fast

Vice Chairman Walker asked DSS Director Stacey Elmes if she could change anything to make things go smoother what that would be.

DSS Director Stacey Elmes noted that NC Fast would be the one thing she would change if possible and that it continues to be a problem.

Vice Chairman Walker noted that it is hard to believe that as long as this has been in place that there are still so many issues with the operation and asked that the state be notified that we are still experiencing so many issues. He requested that we speak with our state representation on this matter.

After some discussion by the Board it was decided that a letter would be sent regarding the issues surrounding the deficiencies of NC Fast.

DSS Board

After some discussion by the Board, it was decided that the subject of the DSS Board and Board of Health being reconstituted would be added to the next regular meeting of the Board of Commissioners on July 22, 2019.

Adjournment

There being no further business to come before the Board, Chairman Nickelston entertained a motion to adjourn the meeting.

Board Member Mendenhall moved to adjourn the meeting.

Board Member Morris seconded and the motion carried unanimously.



Shannon Shaver

Clerk to the Board



Andy Nickelston

Chairman

Stokes County DSS Dashboard 2019

	January	February	March	Total
ADULT SOCIAL WORK SERVICES				
Guardianship Cases	29	30	35	
New APS Reports Received	13	15	7	35
APS Reports Accepted	6	7	2	15
Investigations Initiated Timely [Goal 95%]	100%	100%	100%	
Outreach Visits	5	7	5	17
In Home Aide Programs/Family Caregiver	38	38	38	
Community Alternatives Program (CAP/DA)	77	76	76	
Representative Payee	16	14	14	
SA - In-Home	65	65	66	
Placement	0	0	0	
Adult Care Homes Monitored	3	3	5	
Total Requests for CIP	100	37	39	176
CIP Expenditures	\$13,617	\$16,483	\$10,388	\$ 40,488
Total Requests for LIEAP	317	68	63	448
LIEAP Expenditures	\$58,000	\$31,300	\$12,200	\$ 101,500
Unclaimed Bodies	0	0	0	0
Staff Hours Spent at Shelters	72	0	0	72
CHILD CARE SUBSIDY				
Children Receiving Services	200	193	219	
Expenditures	\$82,926	\$88,408	\$99,899	\$271,233
Waiting List	198	153	170	
CHILD PROTECTIVE SERVICES				
CPS Reports Received	36	44	37	117
CPS Reports Accepted	21	19	26	66
Children Opened	43	41	43	127
Open Reports	35	28	33	
Reports Substantiated/Services Needed	4	10	10	
Open Case Management	13	9	11	
Courtesy Requests	5	3	2	10
Substance Affected Infants Reported to DSS	3	1	1	5
Substance Affected Infants Accepted for Inv.	3	1	1	5
Reports Initiated Timely [Goal 95%]	94%	100%	100%	
Reports Completed Timely [Goal 75%]	77%	75%	79%	
Children Remaining at Home [Goal 95%]	91%	76%	93%	
CHILD SUPPORT				
Number of Children Served	1,334	1,323	1,316	
Total Collections	\$193,973	\$199,694	\$235,874	\$629,541
Paternities Established	8	13	11	32
New Court Orders	15	10	11	36
FISHING LICENSE WAIVERS				
Fishing License Waivers	0	4	5	9
FOOD & NUTRITION SERVICES				
Total Households	2,455	2,512	2,391	
Total Individuals	5,075	5175	4,871	
Report Card (App. Timeliness) [Goal: 95%]	98%	99%	99%	
Report Card (Recert. Timeliness) [Goal: 95%]	unavailable	unavailable	unavailable	
Benefits Distributed	\$ 535,449	\$ 33,015	\$ 505,284	\$1,073,748

	January	February	March	Total
FOSTER CARE				
Children Entering Care	4	10	3	17
Total Children in Care	96	92	87	
Children Discharged	4	4	8	16
Children in Care Over 1 Year	29	33	25	
% Receiving a Monthly Visit [Goal 100%]	96%	96%	99%	
% Visited in the Home [Goal > 90%]	83%	83%	87%	
Foster Care 18-21	12	11	9	
Monitoring of Children No Longer in Custody	10	9	7	
Licensed Foster Homes	19	19	20	
Sanctioned Homes	12	13	13	38
# of Individuals/Families Receiving Training	18/11	29/19	23/31	
Recruitment Events Held	0	1	0	1
Foster Care Costs (county/state/fed)	\$58,751	\$47,648	\$ 39,306	\$145,704
Children Free For Adoption			11	
Children Open for LINKS	75	74	75	
Adoptions Completed	3	2	1	6
Adoption Assistance Cases	139	157	156	
Adoption Assistance Costs (fed & state)	\$16,099	\$1,365	\$19,870	\$37,334
MEDICAID [ADULT, FAMILY & CHILDREN'S]				
# of Cases	7,066	7,655	8,004	
Report Card (Timeliness) [Goal: 85%]	99%	96%	94%	
Public Assistance Hearings (All Areas)	2	6	7	
MEDICAID TRANSPORTATION				
Clients Served	287	387	373	
Trips Provided	1,474	1,571	1,786	4,831
Monthly Cost	\$58,037.02	\$63,287	\$ 66,080.87	\$ 187,405.22
PROGRAM INTEGRITY				
New Claims Established	\$ 9,192	\$ 530	\$ 9,574	\$ 19,296
Total Collections	\$2,586	\$4,538	\$9,255	\$16,379
Retained in County	\$370	\$476	\$1,371	\$2,217
SPECIAL ASSISTANCE				
# of Special Assistance Cases	121	131	151	
Benefits Distributed	\$50,933	\$56,679	\$60,446	\$168,058
SA/MH LIAISON				
Number of Referrals during the Month	10	9	14	10
Open Cases at end of Month	34	37	44	
VACANCIES				
Social Work	1	1	3	5
Clerical/Income Maintenance/Child Support	1	1	3	5
WORK FIRST				
Total Work First Cases	27	60	63	
Number of Child Only Cases	25	57	60	
Employment Cases	2	3	3	
Referrals for Drug Testing	0	0	1	
Applicants Testing Positive	0	0	1	
Benefits Distributed	unavailable	\$12,917	\$12,233	\$ 25,150
OTHER				
Walk-In Traffic	1,395	1,031	1,014	2,426

Stokes County DSS Dashboard 2019

	April	May	June	Total
ADULT SOCIAL WORK SERVICES				
Guardianship Cases	34	34	34	
New APS Reports Received	6	10	16	32
APS Reports Accepted	3	2	8	13
Investigations Initiated Timely [Goal 95%]	100%	100%	100%	
Outreach Visits	3	4	7	14
In Home Aide Programs/Family Caregiver	43	43	43	
Community Alternatives Program (CAP/DA)	78	78	80	
Representative Payee	14	13	13	
SA - In-Home	67	65	64	
Placement	0	0	0	
Adult Care Homes Monitored	3	4	4	
Total Requests for CIP	14	31	6	51
CIP Expenditures	2,931	\$3,525	\$6,602	\$ 13,058
Total Requests for LIEAP	0	0	0	0
LIEAP Expenditures	0	0	0	\$ -
Unclaimed Bodies	1	0	1	2
Staff Hours Spent at Shelters	0	0	0	0
CHILD CARE SUBSIDY				
Children Receiving Services	224	unavailable	unavailable	
Expenditures	\$91,766	\$119,572	unavailable	\$211,338
Waiting List	176	unavailable	unavailable	
CHILD PROTECTIVE SERVICES				
CPS Reports Received	41	45	43	129
CPS Reports Accepted	31	36	34	101
Children Opened	57	63	60	180
Open Reports	31	37	35	
Reports Substantiated/Services Needed	6	6	9	
Open Case Management	18	15	17	
Courtesy Requests	8	13	7	28
Substance Affected Infants Reported to DSS	1	1	0	2
Substance Affected Infants Accepted for Inv.	1	1	0	2
Reports Initiated Timely [Goal 95%]	unavailable	unavailable	unavailable	
Reports Completed Timely [Goal 75%]	unavailable	unavailable	unavailable	
Children Remaining at Home [Goal 95%]	88%	90%	98%	
CHILD SUPPORT				
Number of Children Served	1,342	1,345	1,320	
Total Collections	\$223,405	\$243,384	\$189,344	\$656,133
Paternities Established	6	9	10	25
New Court Orders	34	18	6	58
FISHING LICENSE WAIVERS				
Fishing License Waivers	6	3	3	12
FOOD & NUTRITION SERVICES				
Total Households	2,407	2,418	2,395	
Total Individuals	4,858	4,897	4,843	
Report Card (App. Timeliness) [Goal: 95%]	100%	100%	100%	
Report Card (Recert. Timeliness) [Goal: 95%]	97%	98%	unavailable	
Benefits Distributed	\$ 503,676	\$ 508,416	\$ 503,532	\$1,515,624

	April	May	June	Total
FOSTER CARE				
Children Entering Care	7	6	1	14
Total Children in Care	93	99	97	
Children Discharged	1	0	3	4
Children in Care Over 1 Year	35	39	37	
% Receiving a Monthly Visit [Goal 100%]	99%	99%	99%	
% Visited in the Home [Goal > 90%]	84%	90%	87%	
Foster Care 18-21	9	9	9	
Monitoring of Children No Longer in Custody	7	6	5	
Licensed Foster Homes	15	15	19	
Sanctioned Homes	10	14	9	33
# of Individuals/Families Receiving Training	25/15	37/21	47/25	
Recruitment Events Held	0	3	1	4
Foster Care Costs (county/state/fed)	\$38,119	\$47,756	unavailable	\$85,874
Children Free For Adoption	14	14	11	
Children Open for LINKS	75	74	69	
Adoptions Completed	0	0	5	5
Adoption Assistance Cases	154	154	160	
Adoption Assistance Costs (fed & state)	\$21,914	\$21,670	\$22,534	\$66,118
MEDICAID [ADULT, FAMILY & CHILDREN'S]				
# of Cases	8,017	8,123	8,142	
Report Card (Timeliness) [Goal: 85%]	98%	97%	99%	
Public Assistance Hearings (All Areas)	2	8	5	
MEDICAID TRANSPORTATION				
Clients Served	306	410	429	
Trips Provided	1,644	1,886	2,124	5,654
Monthly Cost	\$59,916.97	\$80,291.05	\$ 67,642.31	\$ 207,850.33
PROGRAM INTEGRITY				
New Claims Established	\$ 13,023	\$ 3,989	\$ 13,175	\$ 30,187
Total Collections	\$41,164	\$4,688	\$9,311	\$55,163
Retained in County	\$5,635	\$648	\$1,880	\$8,163
SPECIAL ASSISTANCE				
# of Special Assistance Cases	154	157	158	
Benefits Distributed	\$59,313	\$67,113	\$61,045	\$187,471
SA/MH LIAISON				
Number of Referrals during the Month	9	9	13	9
Open Cases at end of Month	39	46	39	
VACANCIES				
Social Work	4	1	1	6
Clerical/Income Maintenance/Child Support	3	2	2	7
WORK FIRST				
Total Work First Cases	65	67	66	
Number of Child Only Cases	61	61	59	
Employment Cases	4	6	7	
Referrals for Drug Testing	1	0	0	
Applicants Testing Positive	1	0	0	
Benefits Distributed	\$13,415	\$13,318	\$12,215	\$ 38,948
OTHER				
Voter Registrations	14	12	7	33
Walk-In Traffic	997	998	918	2,913

Stacey S. Elmes

From: Harrison, Carolyn <carolyn.harrison@dhhs.nc.gov>
Sent: Tuesday, July 2, 2019 10:21 AM
To: Donna G. Martin; Martina M. Tunat; Maria A. Lyons
Cc: Stacey S. Elmes; Oakley, Eva; Hamer, Tichina; Riggsbee, Tameka N
Subject: Third Quarter County Oversight Review

CAUTION: This email originated from outside of the County Network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Donna;

It was nice to speak with you. As we discussed via telephone today, the quarterly monitoring, investigation and reporting requirements for the third quarter review have been met. Thank you all for your timely submission of all your reports and all your team member participation during DHSR/ACLS survey activities. Technical assistance had been provided to Maria Lyons, AHS regarding the penalty information needed and she is to talk with me for further instructions and information. Good job!

Regards,
Carolyn Harrison

Carolyn Harrison, RN, BSN
Central Region Team 3 Supervisor
Division of Health Service Regulation, Adult Care Licensure Section
[NC Department of Health and Human Services](#)

Office/Mobile: 336-341-8124
Fax: 336-357-7827
carolyn.harrison@dhhs.nc.gov

801 Biggs Drive, Brown Building
2708 Mail Service Center
Raleigh, NC 27699-2708

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Stokes County
Department of Social Services
Post Office Box 30
Danbury, North Carolina 27016
www.co.stokes.nc.us/dss

Stacey S. Elmes
Director

Agency - Phone - (336)593-2861 - Fax - (336)593-9362
Child Welfare Fax - (336)593-2431
Child Support Fax - (336)593-2477

Section II - Findings Related to the Audit of the Basic Financial Statements

Finding: 2019-001

Name of Contact Person: Stacey Elmes, DSS Director

Corrective Action:

Management has advised staff to lock their computers when they leave their workstation. Computers have been updated with a control setting so they will go to screen saver mode after one (1) minute of non-use and require the user to type their password to unlock. Management will periodically check offices that are unattended to ensure staff are locking their computers before leaving their workstations and team leaders will address policy with staff who are out of compliance.

Most computers have a pink sticky note on them with "Window L" as a reminder for the worker to click that prior to their getting up from the computer---this will lock the computer. We will do a building check to ensure that all computers have this sticky note on them.

Security measures such as hall doors being locked and outside doors being locked are in place to ensure people are not randomly wandering thru the halls. It is also a requirement for workers to escort their clients back to the outside hall door or elevator to the lobby so as to ensure that folks are not left in the worker areas unattended.

Proposed Completion Date: Immediately and ongoing

Signature:

Stacey S. Elmes, Director

Date:



PIEDMONT TRIAD REGIONAL COUNCIL

1398 CARROLLTON CROSSING DRIVE
KERNERSVILLE, NC 27284
(336) 904-0300
MATTHEW L. DOLGE • EXECUTIVE DIRECTOR

May 24, 2019

Stacey Elmes, Director
Stokes County Department of Social Services
PO Box 30
Danbury, NC 27016

Dear Stacey:

In compliance with the Older Americans Act, Section 307 (4), OMB Omni Circular (2 CFR Chapter I, Chapter II, Part 200, et al.), Section 308 of the AAA Policies and Procedures Manual, the Home and Community Care Block Grant (HCCBG) Agreement for the Provision of County Based Aging Services, and the Grant Agreement for the Provision of Family Caregiver Support Program (FCSP) Services, an on-site monitoring visit was made April 16, 17, & 26, 2019. The PTRC Area Agency on Aging staff members on site to monitor were Teresa Jackson, Family Caregiver Support Program Specialist, Wendy Leedy, Program Planner for Aging, and Joseph Dzugan, Aging Systems Coordinator. As a part of the procedure, programmatic compliance monitoring was conducted for the following HCCBG and FCSP services:

- In-home Aide
- Family Caregiver Support Program

This assessment letter reviews specific aspects of the services provided, including 14 compliance criteria defined for each funding source. The assessment process included a review of compliance with the NC Division of Aging and Adult Services Standards, unit verification as it relates to services, reimbursement, and verification of compliance with the conflict of interest policy requirement in G.S. 143-6.1.

The assessment report is designed to:

- Identify those items which are commendable or show high achievement.
- Identify compliance or non-compliance with the applicable 14 compliance criteria and the requirement that non-profit entities have a notarized policy addressing conflict of interest.
- Identify the items not in compliance with the NC Division of Aging and Adult Services Standards that must be addressed in a corrective action plan.
- Document any technical assistance offered by the Piedmont Triad Regional Council Area Agency on Aging to further improve the service provided.

The results of the monitoring visit are as follows:

Fund Source: Title III B Grant for Support Services and Senior Centers

CFDA: #93.044 Program Name(s): In-home Aide

Compliance Supplement Criteria Requirement	Compliance
a. Activities Allowed or Un-allowed:	Yes
b. Allowable Cost/Cost Principles:	Yes
c. Cash Management:	n/a
d. Reserved	n/a
e. Eligibility:	Yes
f. Equipment and Real Property Management:	n/a
g. Matching, Level of Effort, Earmarking:	Yes
h. Period of Availability of Federal Funds:	Yes
i. Procurement, and Suspension and Debarment:	Yes
j. Program Income:	Yes
k. Reserved	n/a
l. Reporting:	Yes
m. Sub-recipient Monitoring:	n/a
n. Special Tests and Provisions:	Yes
o. Conflict of Interest:	n/a

Description of Non-Compliance Findings

In-home Aide: None.

All the necessary policies and records for the In-home Aide program are in place. There were no unverified units for the month of February.

Stokes County Department of Social Services subcontracts its In-home Aide services with four In-home Aide providers. These In-home Aide providers are American Healthcare Services, ComForcare Home Care, ResCare HomeCare, and Senior Quality Care. The aide files of the four subcontracted In-home Aide providers were reviewed by the PTRC Area Agency on Aging using Subcontractor Monitoring Method 3. (Subcontractor Monitoring Method 3 is when the PTRC Area Agency on Aging accepts the completed Division of Aging and Adult Services In-home Aide monitoring tools and backup source documentation from the monitoring of the subcontractor completed by the service provider.) All aide files reviewed showed that competence has been demonstrated by those aides.

The subcontractor monitoring completed by Stokes County Department of Social Services was well documented. Stokes County Department of Social Services promptly addressed the several non-compliance issues found during subcontractor monitoring with two of the contracted In-home Aide agencies to ensure In-home Aide services continue to be provided according to the “NC Division of Aging In-home Aide Services – Policies and Procedures.”

Fund Source: Title III E National Family Caregiver Support Program

CFDA: #93.052 Program Name(s): Family Caregiver Support Program

Compliance Supplement Criteria Requirement	Compliance
a. Activities Allowed or Un-allowed:	Yes
b. Allowable Cost/Cost Principles:	Yes
c. Cash Management:	n/a
d. Reserved	n/a
e. Eligibility:	Yes
f. Equipment and Real Property Management:	n/a
g. Matching, Level of Effort, Earmarking:	Yes
h. Period of Availability of Federal Funds:	Yes
i. Procurement, and Suspension and Debarment:	Yes
j. Program Income:	Yes
k. Reserved	n/a
l. Reporting:	Yes
m. Sub-recipient Monitoring:	n/a
n. Special Tests and Provisions:	Yes
o. Conflict of Interest:	n/a

Description of Non-Compliance Findings

Family Caregiver Support Program: None.

There were no unverified units.

Subcontractor Monitoring – In-home Aide Services

On August 22, 2013, the Division of Aging and Adult Services released Administrative Letter No. 13-15, entitled “Subcontractor Monitoring” followed on December 5, 2014 with Administrative Letter No. 14-14, also entitled “Subcontractor Monitoring.” The purpose of these administrative letters was to establish policies and procedures for creating, evaluating and monitoring subcontracts between community service providers and other entities for the provision of Home and Community Care Block Grant (HCCBG) and other funds administered by the Area Agency on Aging (AAA). The administrative letters require that the AAA includes subcontractor monitoring results in the monitoring report letter. The subcontractor monitoring of In-home Aide services was discussed above under the “In-home Aide” monitoring section. Stokes County Department of Social Services currently subcontracts In-home Aide services with four different subcontractors. Stokes County Department of Social Services has filed the HCCBG Subcontractor Performance Evaluation (SPE) forms for In-home Aide services with the PTRC AAA for SFY 2019.

Comments and Technical Assistance

Comments

The Family Caregiver Support Program (FCSP) client records are well organized, and FCSP monthly voucher usage has been expeditiously tracked. At the time of the monitoring visit, two Family Caregiver Support Program events had been planned for the month of May, and Family Caregiver Support Program funds were expected to be fully spent for SFY 2019.

Thank you and the staff of Stokes County Department of Social Services for your assistance during the monitoring visit.

Technical Assistance

There was one item of technical assistance for In-home Aide services. One subcontractor, Senior Quality Care, did not have “service objectives and goals” on the Plan of Care as required by “Subchapter 13 J – The Licensing of Home Care Agencies (13J .1202) (Division of Health Service Regulation). Stokes County Department of Social Services will work with Senior Quality Care to have this item added to the Plan of Care.

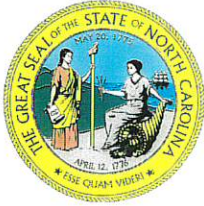
If you have any questions, please contact us at 336.904.0300 or jdzugan@ptrc.org. Thank you for your continued service to older adults and their caregivers.

Sincerely,



Joseph Dzugan, Aging Systems Coordinator
PTRC Area Agency on Aging

cc: Jake Oakley, Stokes County Manager
Julia Edwards, Stokes County Finance Director
Brad Lankford, Stokes County Aging Services Planning Committee
Donna Martin, Adult Services Social Work Supervisor II, Stokes County DSS
Blair Barton-Percival, Director, PTRC Area Agency on Aging
Adrienne Calhoun, Assistant Director, PTRC Area Agency on Aging
Kim Johnson, Senior Regional Long-Term Care Ombudsman, PTRC Area Agency on Aging
Bob Cleveland, Program Planner for Aging, PTRC Area Agency on Aging



NC DEPARTMENT OF
**HEALTH AND
HUMAN SERVICES**
Division of Social Services

ROY COOPER • Governor

MANDY COHEN, MD, MPH • Secretary

WAYNE E. BLACK • Director

Stacey Elmes, DSS Director
Stokes County Department of Social Services
1010 State Hwy 8
Danbury, N.C. 27016

Dear Ms. Elmes:

On my visit to Stokes County Child Support Enforcement on June 12, 2019 I met with Lynn to discuss the agenda items shown in my memorandum dated June 10, 2019.

Incentive statistics are available through May 2019. The unit is just below the State Average for Total Collections (91.33%) at 89.35%. The unit has exceeded the 2018 - 19 goals for Paternity at 106.81% and Current Collections at 68.68%. The unit is very close to the 2018-19 goal for Cases Under Order (88.42%) at 87.54% and Arrears Collection (61.70%) at 59.97%. The unit is On Track with the exception of Cases Under Order and Arrears Collections; however, the unit is very close to the county goal for 2018-19I will continue to provide reports that may increase incentive areas. Reports that were provided/suggested during this visit: ADHOC 18 yr. old and Undistributed report.

Self-Assessment scores are available through May 2019. The unit is in compliance with five of the nine areas of Self -Assessment. The unit is currently out of compliance in Enforcement (74%), Establishment (74.43%), 6 month expedite (70.91%), and Interstate (74.29%). The compliance level for Enforcement, Establishment, 6 month expedite and Interstate needed is 75%. There have been increase in all of these Self - Assessment areas. This is good work! The unit continues to struggle in these areas. These areas continue to fluctuate up and down. Lynn and I discussed these areas and barriers to compliance. It is strongly recommended that the Pass/Fail Report be reviewed and worked in these areas. I will continue to work with the unit through reports, suggestions, and training. Reports that were provided/suggested during this visit: Pass/Fail Reports for all arrears not in compliance.

A quality review of child support cases was completed. Cases are reviewed for quality, data reliability, and supporting documents. For the months of May, June, July only close cases will be reviewed as a special project to spotlight case closure processes. There will also

NC DEPARTMENT OF HEALTH AND HUMAN SERVICES • DIVISION OF SOCIAL SERVICES

MAILING ADDRESS: P.O. Box 20800, Raleigh, NC 27619
www.ncdhhs.gov • TEL: 919-855-4755 • FAX: 919-715-8174

AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

be an upcoming webinar on the topic. The outcome of our follow-up monitoring is outlined below. The Stokes County Child Support office has a compliance rate of 88.38%. Compliance in this area is 95%. Of the twelve cases reviewed; six had errors pertaining to Data Reliability. The cases that did not meet the quality review criteria were reviewed with the staff and/or Child Support Manager to correct if needed.

Number of Cases Reviewed	Month	Monthly Quality Review Score	Notes	Date to Correct Case(s)
4	April	96.55%	Copy of QR with CS Manager	April 30, 2019
4	May	83.87%	Copy of QR with CS Manager	May 31, 2019
4	June	84.62%	Copy of QR with CS Manager	June 30, 2019

* January Quality reviews were not completed due to the HB 630 Child Support Reports and Statistical Data presentations.

Should you have any questions about the items discussed during my visit or addressed in this email, please email (Kenya.Newsoms@dhhs.nc.gov) or call me at (336)788-5857.

Sincerely,

Kenya Evans Newsome

Kenya Newsome
Child Support Program Representative

cc: Lynn Whitaker
Carla West

DRAFT

Stokes County
Department of Social Services
2019 – 2024 Strategic Plan



Presented by:
Stacey Elmes, Director
& Management Team

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STOKES COUNTY DSS MISSION

Stokes County DSS is here to improve the quality of life for all citizens by providing a wide range of quality services in the most cost-effective way to meet financial, medical, and social needs of those in our county. Treating people with dignity and respect is our number one goal. We are here to:

- Help people obtain the basic necessities of life;
- Assist and protect our elderly and disabled adults;
- Protect children and strengthen families; and
- Promote self-sufficiency.

OVERVIEW OF SERVICES PROVIDED

Social Services houses many different programs and services. Over time, services offered by DSS have expanded to address most areas affecting an individual's life. On one hand, you have social work services and these are generally considered "without regard to income." These are services such as Child Protective Services, Foster Care (Permanency Planning), Adoption, Adult Protective Services, and Guardianship. The other hand has economic services that are "with regard to income." These services are Medicaid, Food and Nutrition Services, Work First, Child Care and Child Support. The tie that brings these services together is our legal and administrative support. Overseeing all programs and functions of the agency is our management team and our DSS Director.

Funding for Social Services programs and services comes from county, state, and federal sources. Stokes County DSS is currently governed by the Stokes County Board of County Commissioners.

STRATEGIC PLAN GOALS

The primary goal of this strategic plan was to focus on long-range goals and objectives and link those goals to future budgetary requests. The secondary goal of this strategic plan was to look at internal and external strengths, weaknesses, opportunities, and threats (SWOT) influencing our services.

TIMELINE

This strategic plan outlines the major goals and objectives for Social Services for the next five years (July 2019 – June 2024). Changing state and federal policies, funding cuts, unfunded mandates, and competing social priorities will require the DSS to consistently review and update strategic plan goals and objectives.

At a minimum, Social Services will review this plan on an annual basis and make changes as needed. The Department of Social Services will inform the County Administration of changes and progress made on an annual basis.

PROGRAMMATIC OBJECTIVES

The Department of Social Services has 76 full-time positions and 7 part time contract workers to provide programs and services. Those services are as follows:

ECONOMIC SERVICES

Work First Family Assistance – Work First shifts the focus of welfare from a money payment to a plan to help families with children under age 18 to progress to employment and self-sufficiency. Eligible families are offered temporary cash assistance, Medicaid benefits, and assistance in locating and maintaining employment. Households with one or both parents in the home must be income and reserve eligible. If a child is residing with a relative, they must be deprived of parental support and care because of the absence of the parents from the home and be income and reserve eligible. Parents are required to accept responsibility for their families and work toward economic independence.

Emergency Assistance (EA) – Emergency Assistance provides limited short-term financial assistance to eligible families with children under age 21 who are in an emergency situation and can assist with things like power bill disconnect notices, eviction notices, etc.

Food & Nutrition Services (FNS) – The Food and Nutrition Services Program (formerly Food Stamps) is designed to help prevent hunger and malnutrition by increasing the food purchasing power of low-

income families. Eligibility is based upon certain income and reserve requirements.

Low Income Energy Assistance Program (LIEAP) – The Low Income Energy Assistance Program provides a one-time cash benefit to help eligible households with heating costs.

Child Support Enforcement (CSE) – The NC Child Support Services Program works to ensure that both parents are responsible for the support of their children to the best of their ability.

MEDICAID PROGRAMS

Medicaid for the Aged, Blind, or Disabled – This program is for individuals 65 years of age or older or, if under 65, be disabled based on the Social Security Administration's definition of disability. Blind persons of any age who meet the required definition of blindness may also receive Medicaid.

Medicare Qualified Beneficiaries (MQB) – MQB provides payment of the Medicare premium for those beneficiaries who have Medicare B and who meet program income and reserve guidelines. Under this program, Medicare recipients who meet the income limit for Medicaid but are over reserve can receive a MQB card which will pay the deductibles and co-payments for Medicare covered services.

Long Term Care (LTC) – LTC helps pay the cost of care for eligible individuals who are in a nursing facility or received extended care in a hospital setting.

Community Alternatives Program (CAP) – CAP provides an alternative to nursing home placement by allowing individuals to remain in their home with support services. The program does not provide 24-hour support but works in conjunction with existing caretaker support. Unlike other Medicaid programs, CAP considers the income of only the person who is receiving services.

Special Assistance (SA) – The Special Assistance Program provides a cash supplement and medical assistance to low-income, aged, blind, or disabled persons who reside in a rest home or family care home.

Special Assistance In-Home (SA-IH) – The Special Assistance In-Home Program provides an alternative to placement in an Adult Care Home for individuals who desire and are able to live home safely with additional supportive services in the form of a cash supplement.

Medicaid for Pregnant Women (MPW) – The MPW Program provides Medicaid to help with prenatal care, delivery, and postpartum care for women at or below 185% of the poverty level.

Medicaid for Infants and Children (MIC) – Medicaid for Infants and Children is a program for infants and children to age 19 who meet income and eligibility criteria. There is no reserve limit and no deductible for children who qualify for assistance under MIC.

Medicaid for Families with Dependent Children (MAF) – MAF provides medical assistance to low income families with children under 21 who meet the eligibility requirements. There is a reserve limit, and families with income exceeding the required limits must meet a deductible before Medicaid will pay.

NC Health Choice – NC Health Choice is an insurance program to provide medical coverage for children up to age 19 who are not eligible for Medicaid but whose families cannot afford private health insurance. Eligibility is based on an income of up to 200% of poverty level.

ADULT SERVICES

In-Home Aide Services – In-Home Aide Level II and Level III services are provided to eligible agency clients through private contractors who supply aides trained to do home management and personal care tasks. Services focus on assisting clients with daily living activities to enable clients to remain in their homes when they are not able to care for themselves without help.

Adult Protective Services – Services are provided to prevent or correct abuse, neglect, or exploitation of elderly, disabled, or handicapped adults.

Services for the Blind – Services are available to enable blind and visually impaired individuals to maintain the highest level of functioning possible and to prevent or reduce dependency.

FAMILY & CHILDREN SERVICES

Child Protective Services – The purpose of this service is to identify, evaluate, change, and/or prevent conditions causing child abuse, neglect, or exploitation.

Foster Care Services (Permanency Planning) – This service provides substitute care appropriate for children's needs once removed from situations of abuse, neglect, dependency, and/or exploitation.

Adoption – Adoption services are provided for children who are not able to live with their parents or other relatives and for families wanting to adopt a child. Children become available for adoption through natural parent's voluntary surrender of the children or by court order.

Child Care – Child care is needed by families and children for various reasons: (1) children whose parents are working or in school; (2) children who are in need of protection; or 3) children with disabilities or developmental needs. Eligibility is based on need and income, unless the purpose is child protection. A fee may be charged, according to a sliding scale.

WORK FIRST FAMILY ASSISTANCE

The Work First Family Assistance Employment Program provides employment counseling and assistance, short-term training, and supportive services to enable eligible Work First Family Assistance recipients to secure and maintain employment as quickly as possible with the goal of leaving public assistance.

CRISIS INTERVENTION

Crisis Intervention services help individuals and families who are faced with a crisis or emergency situation. Services include emergency financial assistance, crisis counseling, budgeting assistance, and referral services.

SWOT ANALYSIS

The Stokes County Department of Social Services management team conducted a SWOT analysis to determine any internal and external strengths, weaknesses, opportunities, and threats. Input from staff, legislation, day-to-day operations, and the inability to plan for the unknown were points for consideration during this analysis.

Strengths of the Department

- Strong and diverse management team
- Strong, ethical, dedicated, and knowledgeable workforce
- Response to community needs
- Positive community partnerships

Weaknesses of the Department

- Lack of staff retention/longevity in line staff
- Lack of community resources
- Inadequate space for future staff growth needs
- Lack of public knowledge and understanding concerning DSS services/rules/regulations
- Inability to recruit qualified staff

Opportunities for the Department

- Better collaboration and expansion of community partners
- Expand in-house training opportunities
- Strengthen supervisory structure and direct/line leadership

Threats to the Department

- Medicaid Transformation
- Decreased state/federal funding—Unfunded mandates
- Legislation impacting DSS administrative rules/regulations
- Increase in substance abuse/mental health and impacts on services
- Inadequate resources to address aging population
- Growing foster care population/inadequate permanency options

SOCIAL SERVICES GOALS AND OBJECTIVES

The Department of Social Services has chosen the following goals and objectives to address over the next five years.

Strategic Goal #1:

Promote knowledge and positive perception of DSS services and assistance.

Objective 1a: Participate in at least 10 events geared towards promotion of DSS services by June 30, 2024.

Objective 1b: Annually provide customer service training to staff.

Objective 1c: Use the already implemented service feedback system to follow through with suggestions/ideas/etc. from the public.

Objective 1d: At least twice per year, submit a DSS related story or DSS information to the media for print.

Strategic Goal #2:

Maximize state/federal funding and guidance to support local funding/resources.

Objective 2a: Achieve consistent spending of state-allocated subsidized childcare funds at 100% annually.

Objective 2b: Identify/create/implement a program targeted to develop increased collections of child support by June 30, 2020.

Objective 2c: Annual training and education to DSS staff on funding sources and maximization of funding sources for their specific programs by June 30, 2020.

Strategic Goal #3:

Protect vulnerable populations and strengthen families.

Objective 3a: Develop and implement quality assurance activities that specifically address required policy for child welfare and for adult services by June 30, 2020.

Objective 3b: Collaborate with community partners to look into the creation of a Child Advocacy Center or shared Child Advocacy Center for Stokes by June 30, 2024.

Objective 3c: Fully implement the state's automated case management system (NC Fast) by June 30, 2024. [Dependent upon the state choosing to continue with NC Fast or choose another software system.]

Objective 3d: Consider the creation of a multi-disciplinary team for Adult Services cases by June 30, 2022 if feasible.

Strategic Goal #4:

Recruit and retain qualified workforce.

Objective 4a: Provide leadership training to DSS management team every quarter beginning September 2019.

Objective 4b: Pursue the use of interns and begin using them by June 30, 2020.

Objective 4c: Implement creative recruitment activities that target critical retention areas by June 30, 2022.

Objective 4d: Explore opportunities for alternative work schedules that improves work flow and addresses burn out by September 30, 2019.

STAFFING/PERSONNEL IMPACTS

Over the next five years, as the Department of Social Services works towards completing strategic goals and objectives, it is expected that four (4) additional staff will be needed – Quality Assurance Specialist I/Trainer for Social Work Services, Income Maintenance Supervisor II for Adult Medicaid, Quality Assurance Specialist I/Trainer for Economic Services, and an Administrative Assistant/Contract Manager . The Income Maintenance Supervisor II for Adult Medicaid was requested in the '19-'20 budget, but was not funded. In 2019, county departments of social services entered into performance contracts with the Department of Health and Human Services (DHHS). To ensure compliance, constant monitoring of cases and training of staff will be necessary by quality assurance staff. Failure to comply with mandated outcomes will result in financial penalties for the county. We also have many positions that are doing the work of a higher functioning title/pay grade. These positions are in our administrative unit and our adult services social work unit. This has been a problem for many years. It is hoped that the county salary study will address these discrepancies, but if not, it is imperative that these discrepancies be addressed.

NC FAST and the UNKNOWN

Stokes County DSS continues to implement various phases of NC Fast (state software case management system). Current implementations include Food and Nutrition Services, Medicaid, Child Care, and Crisis Intervention. Currently Child Welfare is being piloted in 26 counties across the state. Stokes County went live with child welfare in January 2019, but effective June 30, 2019 have pulled out of NC Fast in child welfare until system functionality shows improvement. The state will determine our return date.

SUCCESSION PLANNING

Succession planning involves identifying key positions where there may be staff changes, including anticipated retirements, gauge staff potential, and ensuring line/field staff receive the needed knowledge, skills, and abilities to apply for a promotion. While successful

planning involves identifying internal candidates who may be eligible for a promotion, the Department of Social Services will not pre-select staff for positions. Key positions included in succession planning include all supervisors, management team, and the Social Services Director.

ANTICIPATED RETIREMENTS/STAFF CHANGES

In the next five years, the Department of Social Services anticipates that the Income Maintenance Administrator, the Social Work Program Manager, the Director and two Supervisors will be eligible for retirement. Positions potentially eligible for retirement (full or early) represent the following units: Administration, Social Work, Food and Nutrition, and Child Support.

Additionally, the Department of Social Services anticipates approximately 8 non-supervisory staff who may be eligible for retirement. Non-supervisory staff potentially eligible for retirement (full or early) represent the following units: Child Support, Medicaid, Food and Nutrition, and Administrative Support. It is of extreme importance to note that the entire Child Support unit is eligible for retirement within the next five years.

Attached for your review is the current organizational chart for the way that business is currently conducted. It is titled "Current." The second organizational chart for your review is titled "By 2022." This organizational chart shows the needed new positions. New positions are in red lettering and are shown where they would be located within the department.

SUCCESSION PLANNING KEY STEPS

Over the next five years, the Department of Social Services will implement the following key steps to assist with succession planning:

- Begin a quarterly "leadership academy" of sorts to non-supervisory staff who would like to be considered for potential supervisory roles.
- Identify supervisor backups and cross-train staff.

- Recruit for key positions where internal candidates may not be eligible.
- Provide leadership training for all staff.
- Capture knowledge from outgoing positions using a formal retirement interview process.

BUDGETARY IMPACTS

Projected Requests for New Positions

- (1) Quality Assurance Specialist I/Trainer for Social Work Programs – Grade 70 - \$33,594.60 (without benefits) – linked with Strategic Goal #3, Objective 3a
- (2) Quality Assurance Specialist I/Trainer for Economic Services – Grade 69 - \$33,594.60 (without benefits) – linked with Strategic Goal #3, Objective 3a
- (3) Income Maintenance Supervisor II – Adult Medicaid – Grade 69 - \$32,302.53 (without benefits)
- (4) Administrative Assistant II – Grade 67 - \$29,864.77 (without benefits)

SUMMARY

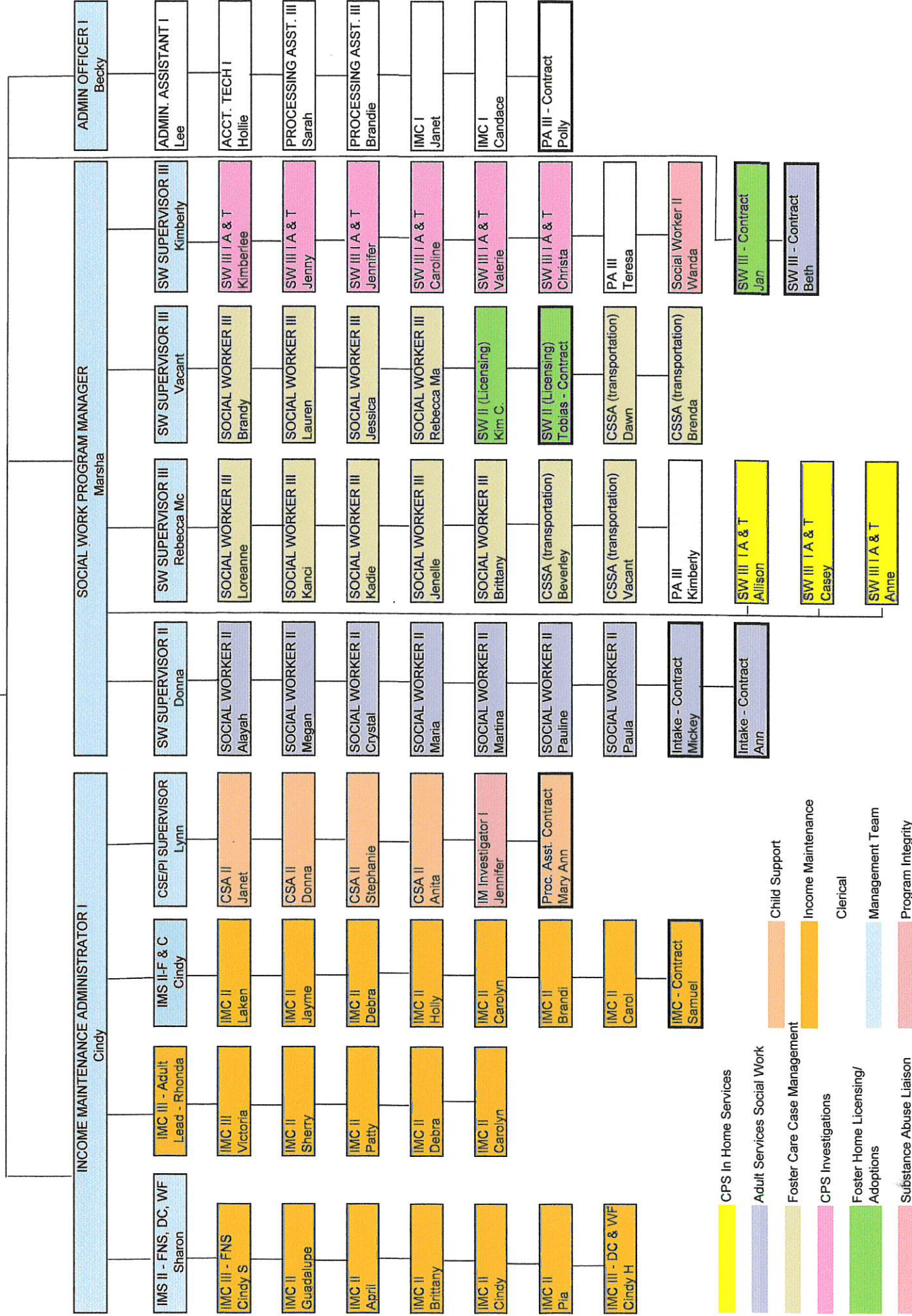
The Stokes County Department of Social Services has many factors influencing the services provided to the citizens of Stokes County – state/federal mandates, local/state/federal funding, and staff turnover. Additionally, current legislative actions and DHHS initiatives add to the changes/challenges that will affect DSS operations and outcomes. This five-year strategic plan describes the current state of the Department of Social Services operations and identifies the measures needed to meet the challenges for the next five years.

The Department of Social Services Management Team and Director will review this plan on an annual basis to track progress made and will update the Board of Commissioners of any changes.

Stokes County Department of Social Services
Organizational Chart
3/25/2019

Current - 7/9/19

Stokes County Board of County Commissioners - effective 6-10-2013
 Jake Oakley, County Manager
 Stacey Eimes - Director



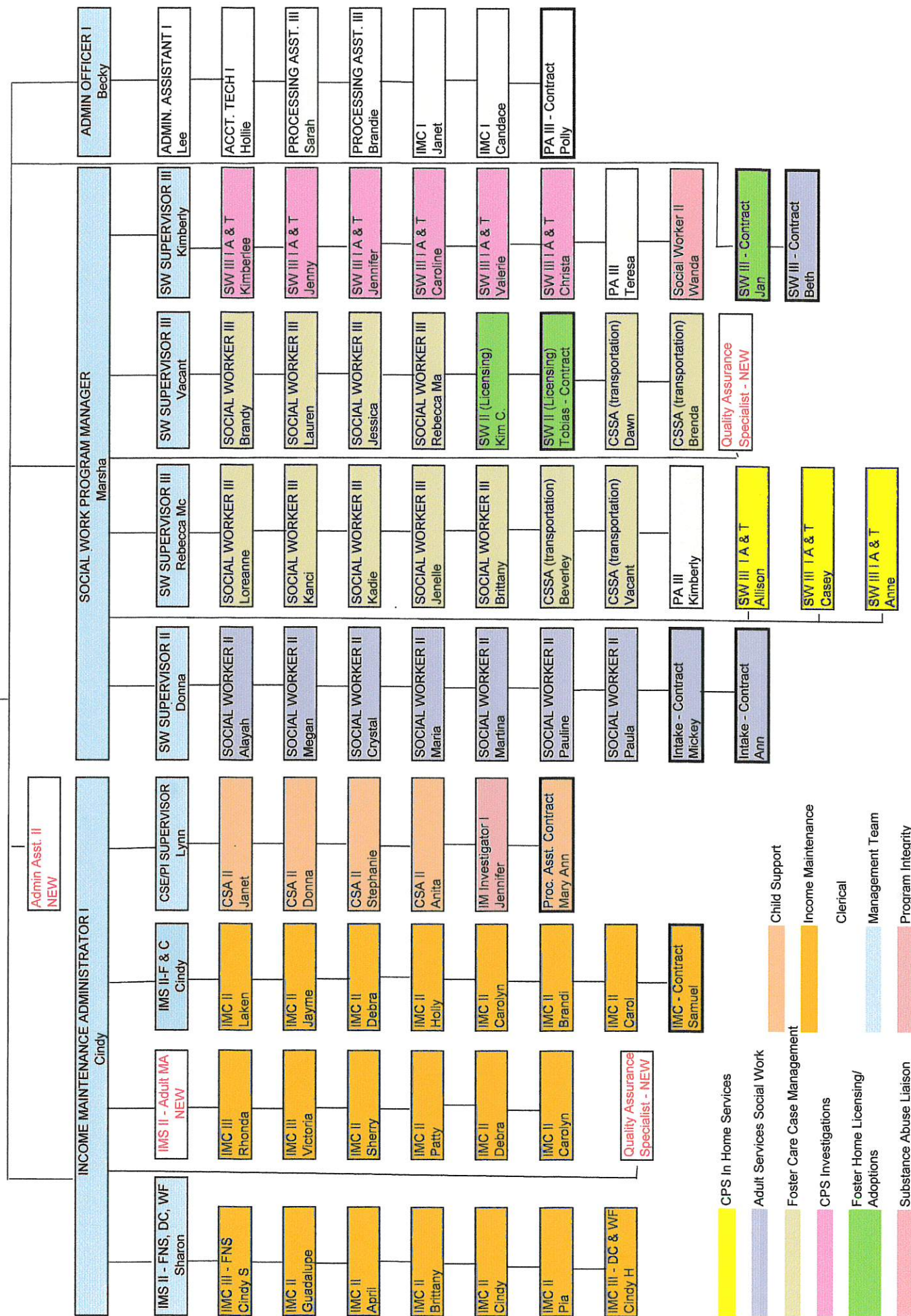
- CPS In Home Services
- Adult Services Social Work
- Foster Care Case Management
- CPS Investigations
- Foster Home Licensing/Adoptions
- Substance Abuse Liaison
- Child Support
- Income Maintenance
- Clerical
- Management Team
- Program Integrity

Stokes County Department of Social Services
Organizational Chart
New -- 2020

Stokes County Board of County Commissioners - effective 8-10-2013

Jake Oakley - County Manager

Stacey Elmes - Director



- CPS In Home Services
- Adult Services Social Work
- Foster Care Case Management
- CPS Investigations
- Foster Home Licensing/Adoptions
- Substance Abuse Liaison
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