



MeckACTs

Cabinet Member Workplan

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Section 1: Annual Goals

1. HHS Integration

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Develop a system-wide approach to integrated service delivery to improve the health and well-being of Mecklenburg County residents

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Improve economic, health, and food security outcomes by opening additional Community Resource Centers and integrating service coordination for Mecklenburg County residents

Rationale

In 2015, Mecklenburg County kicked-off an HHS Integration Initiative under the Bringing Mecklenburg County to You (BMC2U) project. The primary objective of this Initiative is to develop, implement and refine a comprehensive, integrated Health & Human Services business model that encompasses programs currently administered by Community Support Services (CSS), Department of Community Resources (DCR), Department of Social Services (DSS), Public Health (PH), and targeted community partners.

The initiative proposed a system of “Community Resource Centers” that provide a continuum of County and community partner services at a single location, expanding access to services across the County and meeting customers where they are. The prototype Community Resource Center opened at 3205 Freedom Drive in June 2018. Based upon the success of the prototype, Mecklenburg County is preparing for the expansion of the Community Resource Center (CRC) model to additional locations.

Along with the CRC model, Mecklenburg County will implement an integrated HHS Service Connection process for select staff/teams serving pregnant and post-partum women. The process involves the following three steps:

- Assessing customers using a Social Determinants of Health Screening Tool to determine household needs.
- Reviewing the resources/benefits a customer may be receiving or eligible for using Single View of the Customer technology which connects data software systems across HHS.
- Referring customers to needed services/resources using NCCARE360, a statewide online coordinated care network, that allows for referrals to resources and services throughout the community.

Action Steps List the actions/events that need to take place.

In partnership with the HHS Leadership Team and CRC Project Team:

- Develop baseline measures to determine the impact of CRC services on the social determinants of health for each CRC service area.
- Implement and operationalize revised CRC Governance Charter and performance metrics.
- Facilitate the opening of the Northeast CRC.
- Lead development of a phased opening plan for CRC 3, 4 and 5.
- Design, develop and implement an integrated HHS service connection process to serve pregnant and post-partum women.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

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2. Organizational Culture

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

To expand organizational capacity to mitigate risk and improve services and outcomes for county residents.

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Strengthen the Department's work culture as evidenced by year-to-year improvements in the employee climate survey and the DSS organizational health survey.

Rationale

Research has shown that organizational culture is one of the most influential factors in determining the success of an organization. As an organization, we are committed to defining, modeling & managing toward a vision for culture at DSS that is grounded in trust, transparency and connection where staff feel valued and empowered, at every level, to drive meaningful change for each other and the community.

Action Steps List the actions/events that need to take place.

- Continue implementation of Leadership Learning Community, designed to develop, and strengthen leadership skills & mindsets in service of the department's staff culture vision and key levers.
- Partner with HR to begin integration of new work plan model for staff.
- Expand offerings for training and development for staff.
- Complete Trauma Informed Resilience Oriented (TIRO) in collaboration with the National Council on Well-Being to ensure competencies are followed with fidelity.
- Partner with HR to assess the Exit/Stay Interview process.
- Continue administration and approach to analyzing Organizational Health Survey with DSS leaders to drive continuous improvement.
- Refine comprehensive communications strategy/plan.
- Partner with HR on implementation/integration of onboarding resources and support.
- Hold recurring meetings with HR to review/assess recruitment and retention strategies.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Year-to-year improvements in the employee climate survey and the DSS organizational health survey. While the pandemic has impacted recruitment and retention nation-wide, we will also look at this as an indicator. (Y/N)

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3. MOU Attainment

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Economic Opportunities

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Strive to meet North Carolina Department of Health & Human Services (NCDHHS) Memorandum of Understanding (MOU) expectations for the administration of public services.

Rationale

Session Law 2017-41 requires all counties to enter into an annual written agreement, referred to as a Memorandum of Understanding (MOU), with the Department of Health and Human Services (NCDHHS).

This agreement specifies mandated performance requirements and administrative responsibilities for local departments of social services to improve accountability and oversight of certain social services programs (Energy Assistance, Food and Nutrition Services, Medicaid, Social Work Services, Work First).

Meeting performance as outlined in the MOU will result in timely and efficient delivery of benefits to the residents of Mecklenburg County.

Action Steps List the actions/events that need to take place.

- Meet and/or exceed the following MOU requirements:
 - Crisis Intervention Program "One Day" Application Timeliness Rate (Target 95%)
 - Crisis Intervention Program "Two Day" Application Timeliness Rate (Target 95%)
 - Work First Application Timeliness Rate (Target 95%)
 - Work First Recertification Timeliness Rate (Target 95%)
 - Food & Nutrition Services "Expedited" Application Timeliness Rate (Target 95%)
 - Food & Nutrition Services "Normal" Application Timeliness Rate (Target 95%)
 - Food & Nutrition Services Recertification Timeliness Rate (Target 95%)
 - Social Worker Visitation Rate (Target 95%)
 - Abuse & Neglect Evaluation Timeliness Rate (Target 95%)
 - Exploitation Evaluation Timeliness Rate (Target 95%)
 - Special Assistance for the Aged Application Timeliness Rate (Target 85%)
 - Special Assistance for the Disabled (SAD) Application Timeliness Rate (Target 85%)

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Meet and/or exceed MOU requirements by:
 - Identifying trends and respond with recommendations to ensure process (Y/N) improvement, compliance, and enhanced support.
 - Finalizing YFS Staffing Capacity Model recommendations to realize staffing needs and process improvements. (Y/N)
 - Conducting an annual assessment of training efforts for staff. (Y/N)
 - Conducting quarterly quality reviews of state MOU metrics to inform policy and practice and reduce audit findings. (Y/N)

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4. Meck-PreK

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Goal DSS1.0 - Enhance Early Childhood Care & Education program access and services for Meck Pre-K

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Align systems and processes across various early childhood education programs in Mecklenburg County to improve access to services and care coordination for families.

Rationale

To provide effective leadership, management, and advisory support for the development of children in the Meck PreK program.

Action Steps List the actions/events that need to take place.

- Implement a continuous improvement model, evaluate current eligibility criteria, and enhance data sharing and reporting to improve Meck Pre-K access, programming, and services.
- Assess current compensation structure across Pre-K and childcare sites while collaborating with Charlotte-Mecklenburg Schools (CMS) and other community partners on countywide strategies for coordinating and allocating Pre-K resources.
- Launch assessment to measure Kindergarten readiness of students in Meck Pre-K.
- Conduct evaluation to determine fidelity and impact of the Meck Pre-K program.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Implemented a continuous improvement model, evaluate current eligibility criteria, and enhance data sharing and reporting to improve Meck Pre-K access, programming, and services. (Y/N)
- Assessed current compensation structure across Pre-K and childcare sites while collaborating with Charlotte-Mecklenburg Schools (CMS) and other community partners on countywide strategies for coordinating and allocating Pre-K resources. (Y/N)
- Launched assessment to measure Kindergarten readiness of students in Meck Pre-K. (Y/N)
- Completed evaluation to determine fidelity and impact of the Meck Pre-K program. (Y/N)
- Number of students enrolled in MECK Pre-K annually based on the annual expansion plan.

- The number of MECK Pre-K classrooms based on the annual expansion plan.
- % of children who are kindergarten ready by developmental domain
- % of children above developmental delays cutoff
- Average developmental growth made during the MECK Pre-K school year (in months)

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5. Behavioral Health Alignment

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

To contribute to the health and well-being of children, families, and adults

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Assess the behavioral health needs of the community to enhance the impact, coordination, and alignment of Mecklenburg County's behavioral health services/contracts

Rationale

In recent years, the Mecklenburg County Board of Commissioners has identified behavioral health as a top priority for improving the wellbeing of residents. As part of this commitment, the County has invested significant funding to address gaps in behavioral health services not provided through federal, state or private resources.

Mecklenburg County has implemented or initiated many projects to improve behavioral health services for the community in recent years. In response to the behavioral health impact of COVID-19, the County launched MeckHope which offers behavioral health services for the uninsured and underinsured who may not be eligible for other resources.

To improve our crisis response system, the County established new partnerships that will lead to the creation of the community's first Behavioral Health Urgent Care and Facility Based Crisis Center for adults. The County also committed significant American Rescue Plan Act funding to expand behavioral health services for vulnerable populations in our community.

Along with these efforts, the County realigned with Alliance Health during FY22 as our Local Management Entity/Managed Care Organization (LME/MCO) to improve oversight of the behavioral health service network for Medicaid recipients and individuals eligible for State-funded resources.

Despite the expanded investments made by Mecklenburg County, and the new partnership with Alliance Health, the behavioral health infrastructure of the community remains fragmented and difficult to navigate. During FY23, the County will work with Alliance Health to assess the behavioral health needs in our community to inform the use of public funding for improved service access and care coordination.

Action Steps List the actions/events that need to take place.

- In coordination with Alliance Health, develop a behavioral health strategic plan for Mecklenburg County encompassing the full scope of mental health care, crisis treatment, Intellectual and Development Disability services and substance use treatment options.

- Assess Mecklenburg County behavioral health contracts to develop enhanced reporting standards to reflect impact and quality of services.
- Align internal behavioral health programs and resources across County departments (including Social Services, Public Health, Criminal Justice Services and Community Support Services) to ensure better coordination of services.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps

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6. Age Friendly Mecklenburg

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

DSS 2.2 - To contribute to the health and well-being of children, families, and adults.

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Focus on Age Friendly Mecklenburg strategies to help seniors stay active, informed, supported, and connected by adapting programs, services, and access to meet the demands of an aging/disabled population.

Rationale

To provide a coordinated strategy to address the needs of the County's aging population.

Action Steps List the actions/events that need to take place.

- Promote recommendations identified by seniors through local aging networks.
- Host an Aging Summit with Centralina, AARP, health-care systems, Alzheimer's Association of Charlotte, and other community partners to increase awareness and education of available resources to seniors and caregivers in Mecklenburg County.
- In partnership with Public Information, Parks and Recreation, Public Health, and Livable Meck, develop comprehensive communication plan that targets different generations to increase public awareness and plan for future strategies that enhance utilization of county programs and services targeting seniors and their quality of life.
- Conduct a survey among younger populations to assess what they desire as they age to be strategic and proactive in services offered to future generations.
- Partner with CATS, Loaves & Fishes and ONE Charlotte to evaluate additional transportation resources and options to increase access to food resources
- Assess Mecklenburg Transportation System's modes of transportation, funding streams, organizational structure, and infrastructure via a robust transportation study.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Promoted recommendations identified by seniors through local aging networks. (Y/N)
- Hosted Aging Summit (Y/N)
- Developed comprehensive communication plan that targets different generations to increase public awareness and plan for future strategies that enhance utilization of county programs and services targeting seniors and their quality of life. (Y/N)
- Conducted a survey among younger populations to assess what they desire as they age to be strategic and proactive in services offered to future generations. (Y/N)

- Evaluated additional transportation resources and options to increase access to food resources (Y/N)
- Assessed Mecklenburg Transportation System's modes of transportation, funding streams, organizational structure, and infrastructure via a robust transportation study. (Y/N)

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7. Family First Prevention Services Act

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Enhance the safety of children, families, and adults

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Expand prevention services to families involved with child welfare to improve safety, permanency, and well-being

Rationale

The delivery of child welfare services in alignment with the Family First Prevention Services Act (FFPSA) is intended to prevent children from entering foster care. This is accomplished by offering additional prevention services to parents and kinship providers (both formal and informal) with the goal of avoiding out-of-home placement for the child.

Action Steps List the actions/events that need to take place.

- Partner with Alliance Health to strategically identify qualified providers to address a gap in emergency and crisis placement services for children in custody.
- Complete YFS Capacity and Business Process assessment started in FY22 and implement approved recommendations to improve operational efficiencies and support realignment of YFS staff where possible to maximize staffing capacity.
- Complete an assessment of the child welfare continuum of care to identify evidence-based programs/services, needs and gaps.
- Assess data to establish a baseline for increased kinship placements and decreased entry into foster care.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

1. Three qualified providers are identified to address gaps in emergency and crisis placement services. These providers will secure 18-24 dedicated beds for Mecklenburg County youth by June 30, 2023. (Y/N)
2. Overall decrease in the number of youth in emergency placement by June 30, 2023. (FY22 average is 27 youth per month.)
3. Recommendations are implemented from the YFS Capacity and Business Process assessment by June 30, 2023 with the goal of improving case-management-related functions and timeliness of services for Intake, Investigation, In-Home, and Post-Custody areas. (Y/N)
4. Assessment of the child welfare continuum of care is completed by June 30, 2023 to provide recommendations for improved coordination of services and service expansion based on needs identified. (Y/N)
5. Kinship placement rates will be improved by 5% (from 32% to 37%) by June 30, 2023. (Y/N)

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8. Department Equity Action Plan

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government: Equity and Inclusion

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Create a Department Specific Equity Action Plan

Rationale

An essential component to our County Equity Action Plan is alignment among our departments. Alignment is the bridge between strategy and execution. The criteria for implementing our Equity Action Plan requires that our systems, leadership, staff, and culture all align with the ideals of our plan and requires the specificity of our department’s functions. The development of our Department Equity Action Plans will help us; identify our individual department and enterprise responsibilities, create structure, process, and operational strategy at the department level, get clear on our departmental equity roles and responsibilities, and, understand the experiences, skills, and competencies needed to execute on our equity plan.

Action Steps List the actions/events that need to take place.

- Meet with Chief Equity & Inclusion Officer to Develop Department Equity Action Plan
- Re-engage Department-Specific Equity Action Team in alignment with OEI Sequencing
- In partnership with the Office of Equity & Inclusion, create department-specific equity vision, align department goals and objectives to the Equity Action Plan and identify equity-centered outcome measures

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Department Equity Action Plan Completed (Y/N)
- Re-engage Department Equity Action Team in alignment with OEI Sequencing (Y/N)

