

Organization and Governance of NC Human Services Agencies

May 2014

Aimee Wall
wall@sog.unc.edu

Jill Moore
moore@sog.unc.edu



www.sog.unc.edu

County Options

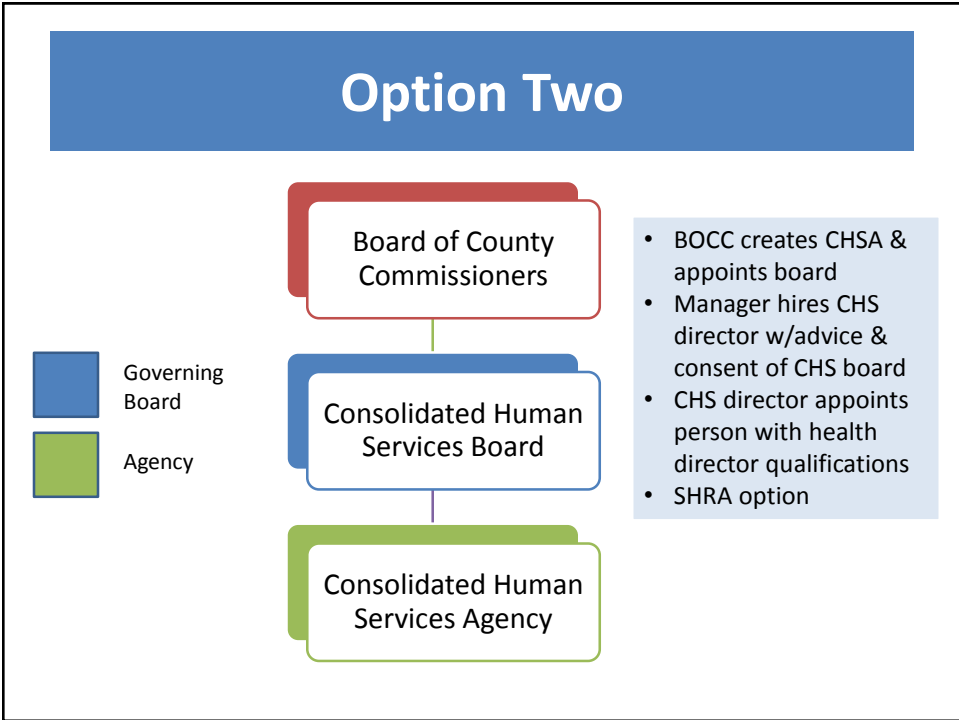
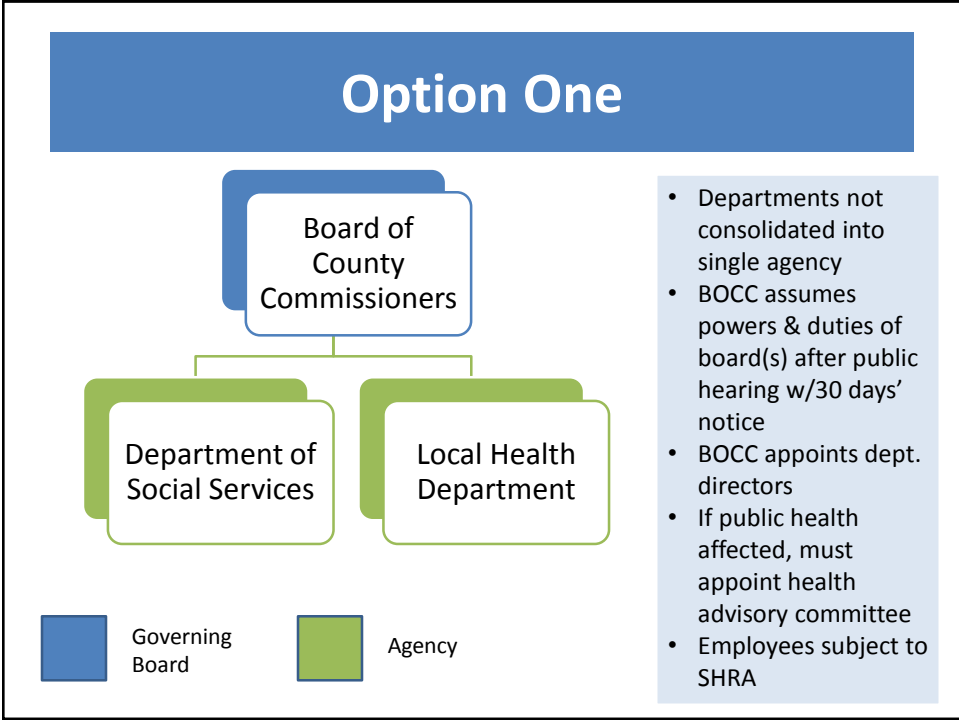
- ✓ Stay the same
- ✓ Options under “old” laws
- ✓ Options under new law (H 438)

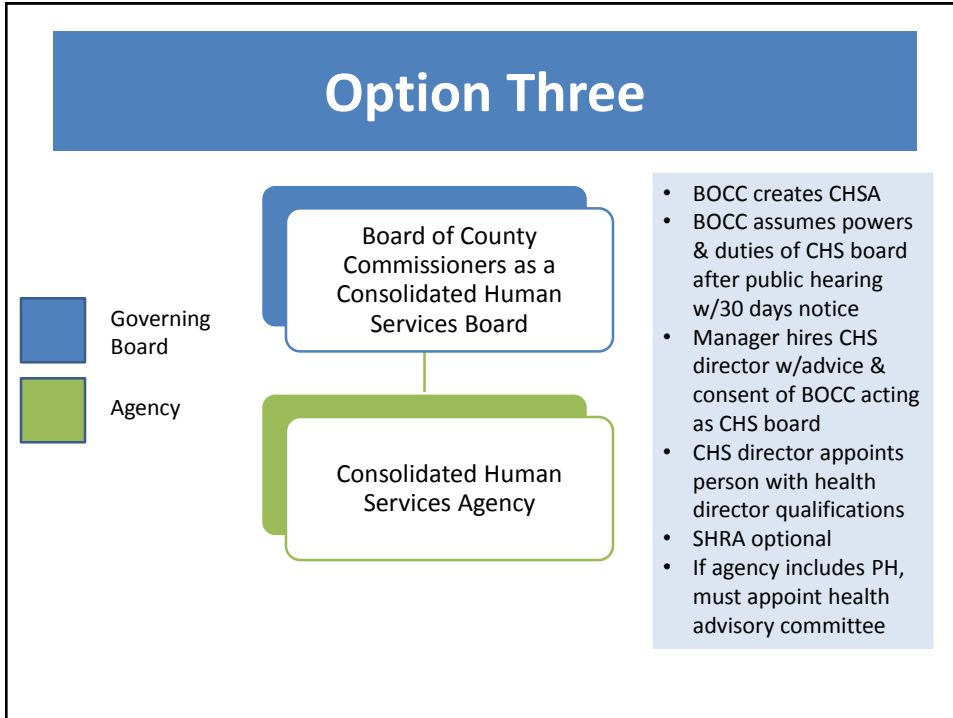
Options Under “Old” Laws

- Public health
 - District health departments
 - Public health authorities
 - Public hospital authority (Cabarrus only)
- Social services
 - Share a Director
- Both
 - County departments
 - Interlocal agreements
 - Intra-county collaboration and consolidation

Options under New Law (H 438)

- | | | |
|----------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Option 1 | { | <ul style="list-style-type: none"> • BOCC assumes powers and duties of local boards. • Agencies stay the same. |
| Option 2 | { | <ul style="list-style-type: none"> • BOCC creates a consolidated human services agency (CHSA). • BOCC appoints a CHS board. |
| Option 3 | { | <ul style="list-style-type: none"> • BOCC creates a CHSA. • BOCC assumes powers and duties of the CHS board. |





Key Differences

	Board	Hire Agency Director	HR
DSS	Appointed; 3-5 members	Board hires	SHRA
PH	Appointed; 11 members	Board hires	SHRA
One	Elected (BOCC)*	BOCC hires	SHRA
Two	Appointed; up to 25 members	County manager hires with advice & consent of CHS board	SHRA Optional
Three	Elected (BOCC)*	County manager hires with advice & consent of BOCC	SHRA optional

* If public health affected, must appoint health advisory committee

Governing Boards

- If create a CHSA, governing board is either:
 - Consolidated Human Services Board
 - Board of County Commissioners
- Governing board
 - Assumes powers and duties of any board that is abolished (PH and/or SS)
 - Assumes other express powers and duties, such as
 - “Assure compliance with laws related to State and federal programs”
 - “Conduct audits and reviews of human services programs, including quality assurance activities...”

Hire Agency Director

- If create a CHSA
 - County manager hires with *advice and consent* of governing board:
 - Consolidated Human Services Board
 - Board of County Commissioners
 - Options regarding leadership
 - Hire or appoint new CHS director?
 - Move DSS or PH director into role?
 - Delegate authority from CHS director to agency staff?

Personnel

- Now DSS and PH employees subject to State Human Resources Act (formerly known as State Personnel Act or SPA)
- If create a CHSA, BOCC may elect to remove employees from SHRA
 - If so, employees must be subject to policies that comply with the Federal Merit Personnel Standards



Federal Merit Personnel Standards

- Recruiting, selecting, and advancing employees based on merit
- Equitable and adequate compensation
- Training employees
- Retaining/separating employees on the basis of performance
- Correcting inadequate performance
- Assuring fair treatment of applicants and employees
- Assuring employees are protected against coercion for partisan political purposes

5 CFR § 900.603

Defining Goals



- Before heading down this road,
 - discuss the county's goals. Goals could include, for example:
 - Improve service delivery
 - Create a new vision for human services programs
 - Create a unified personnel system for all county personnel
 - Change the relationship between board of county commissioners and the departments
 - Identify efficiencies and reduce human services spending

Budget Impact

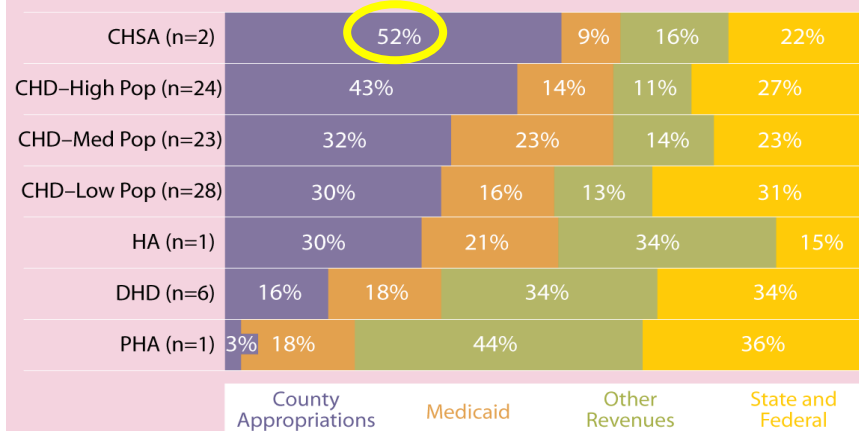
- How might a county save money in human services programs when creating a CHSA?
 - Not filling vacancies, including agency director position
 - Cross-training program staff to work in both PH and SS
 - Combining back office functions such as finance, HR or IT
 - Moving operations into new, less expensive, shared space
 - Realizing efficiencies through operational changes
 - Reducing or eliminating optional services
 - Entering into interlocal agreements with neighboring counties for select services

Budget Impact

- How might a county save money in human services programs **without creating a CHSA?**
 - Not filling vacancies, ~~including agency director position~~
 - ~~Cross-training program staff to work in both PH and SS~~
 - Combining back office functions such as finance, HR or IT
 - Moving operations into new, less expensive, shared space
 - Realizing efficiencies through operational changes
 - Reducing or eliminating optional services
 - Entering into interlocal agreements with neighboring counties for select services

Who pays for local public health?

FIGURE 4.1. Median Proportion of Expenditures by Funding Source* FY2010



*Percentages do not total 100 percent for every agency type since median, not mean, figures were used.
Data Source: NC DHHS Revenue Source Book, FY2010

How much does it cost?

Table 4.4. Median, Minimum, and Maximum Total Expenditures per Capita, FY2010

	Median	Minimum	Maximum
CHD - High Pop (n=24)	59	37	90
CHD - Med Pop (n=23)	85	39	129
CHD - Low Pop (n=28)	91	48	282
DHD (n=6)	98	31	189
PHA (n=1)	210	210	210
HA (n=1)	105	105	105
CHSA (n=2)	50	48	51

Data Source: NC DHHS Revenue Source Book, FY2010

Hot Topics

Personnel

- What should we do before we remove employees from SPA? After?
- Do we need to change our county's personnel policies to comply with federal regs?

Information sharing

- Once we create a single CHSA, can we share information within the agency more freely?
- When the BOCC is the governing board, may the commissioners have access to confidential client information?

Hot Topics

Delegation


}

- Once the new CHSA director assumes the powers and duties of the DSS/PH director(s), what responsibilities may be delegated to others?
- How should delegation be accomplished?

Role of boards

}

- What does “consent” mean?
- When the BOCC is the governing board, what is the role of the advisory board?
- What kind of training should the board receive?



Questions?

?

Aimee Wall, Social Services
wall@sog.unc.edu
 919.843.4957

Jill Moore, Public Health
moore@sog.unc.edu
 919.966.4442

More information about this topic:
<http://www.sog.unc.edu/node/31296>