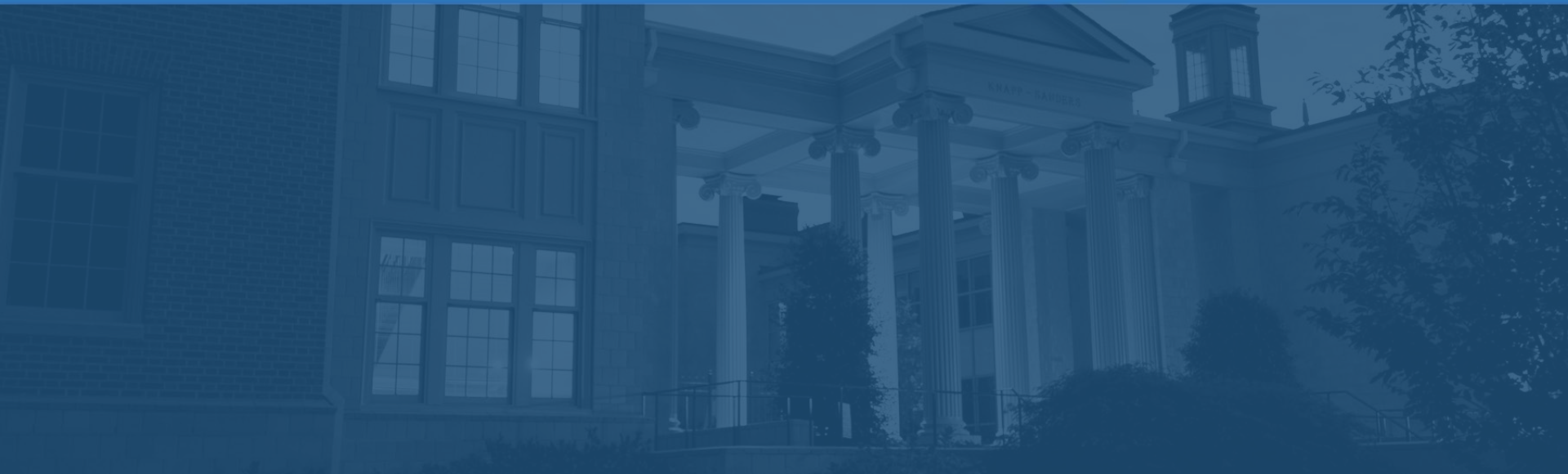


Social Services Regional Supervision and Collaboration Working Group

Aimee N. Wall



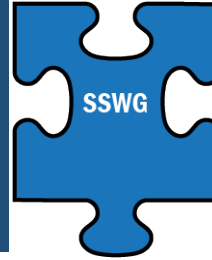
UNC
SCHOOL OF GOVERNMENT



REMINDERS AND UPDATES



Your Puzzle Piece



Stage One

- Once reform is underway at the State level, how should a new and improved State system use regional offices to provide oversight and support for the county departments administering social services programs?

Stage Two

- In the county-administered system, what change is needed to improve coordination and collaboration at the county level?
- What would a regionally-administered system look like?



Your Focus – Stage One

A new layer of oversight and support

- Size, number, and location of regional state offices
- Allocation of responsibility for supervision and administration
- Accountability of regional offices

Role of county commissioners

- Information sharing between regional offices and BOCC regarding department performance
- Potential for BOCC intervention prior to State assuming direct control



SSWG Stage One Workplan

2-4

- Framework for supervisory functions

4-5

- Draft regional map

6

- Relationship between regional staff and BOCC

7

- Review public comments; revise map

7-8

- Formulate recommendations and draft report

9-10

- Revise and finalize; submit by 3/23

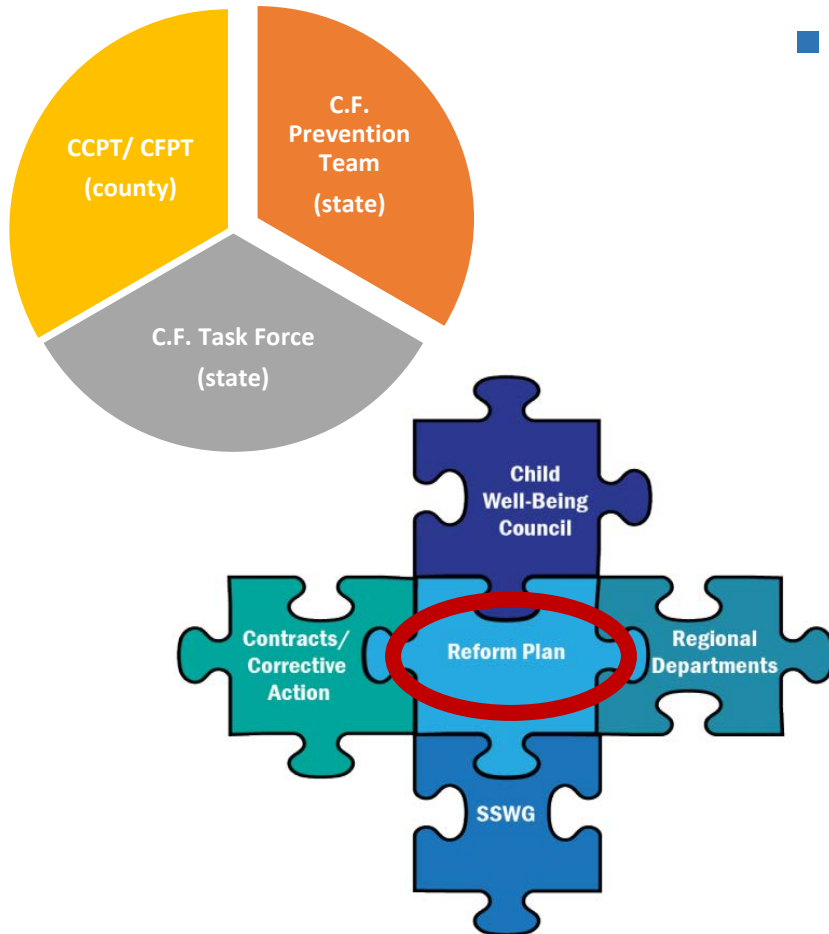


Upcoming Meetings

- Tuesday, January 30
 - Mapping
- Thursday, February 8
 - Relationships with BOCC
- Tuesday, February 20 (online/call)
 - Review comments received on map
- Tuesday, February 27
 - Revise map
 - Outline report recommendations
- Monday, March 12
 - Review draft report
- Monday, March 19 (online/call)
 - Review draft report; final revisions
- Friday, March 23
 - Vote? Submit? *Reschedule?*

2018 March						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

12/14 Take-aways



■ Child fatality system

- Will be reviewed by outside organization as part of system reform
- *SSWG issue: Is there a role for regional supervision?*
- *Recommendation:* Flag the issue in SSWG Stage One report and consider revisiting it later after reform recommendations proposed

12/14 Take-aways

■ Medicaid reform

- In the process of dramatic transition to managed care
- State leaders expect the new system to include a regional supervisory role but too soon for details
- *SSWG issue: **How should the evolving Medicaid program be addressed in the system of regional supervision?***
- *Recommendation:* Flag the issue in SSWG Stage One report and indicate that the SSWG would like Medicaid to develop plans for regional supervision that harmonize with approach SSWG recommends.

12/14 Take-aways

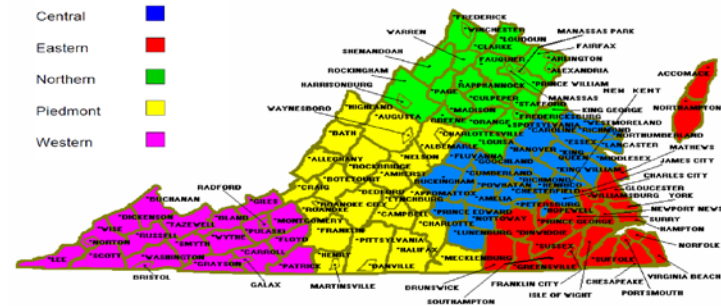
■ Oklahoma

- Important for NC to do this reform work now
- Much harder and probably more expensive if driven by litigation and federal directives
- Reforms should not impair authority of front-line workers to exercise discretion and take action



Updates – Virginia

- State-supervised, locally-administered program
- Take-aways
 - Communication!!!
 - Clear role definition between central and regional staff
 - Accountability of regional administrators to central
 - Regional staff report to both regional administrator (administrative) and central (program policy)
 - Regional staff must spend some time in regional office
 - Formalized systems and expectations necessary
 - Examples: Meetings, complaints, regional staff sharing



SUPERVISORY FUNCTIONS



Original Supervisory Functions



Best practice
dissemination

Compliance
monitoring

Conflict of interest
management

Fiscal monitoring

Integrated
recordkeeping

Licensing and
certification

Policy guidance

Resource provision

Risk assessment

Root cause analysis

Service review

Training

Workforce
development

Technology
development

Revised Supervisory Functions

- Compliance monitoring
- Fiscal monitoring
- Policy guidance and technical assistance
- Integrated data systems and recordkeeping
- Evidence-based practice dissemination
- Workforce development
- Training
- Conflict of interest management



Same Name

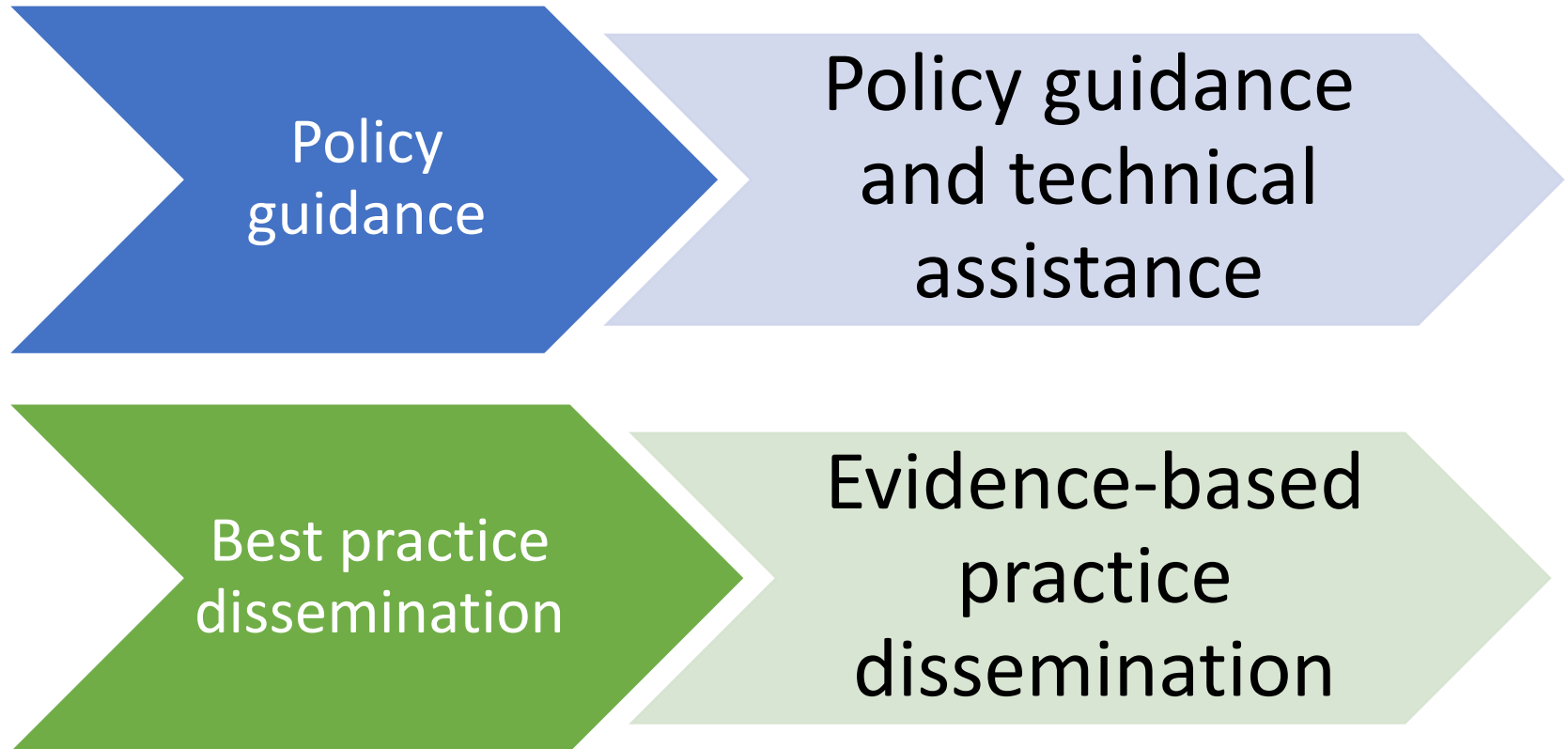
Workforce
development

Training

Conflict of
interest
management



Renamed



Combined

Integrated
data systems
and
recordkeeping

- Integrated recordkeeping
- Technology development

Compliance
monitoring

- Compliance monitoring
- Risk assessment
- Root cause analysis
- Service review

Fiscal
monitoring

- Fiscal monitoring
- Risk assessment
- Service review



Eliminated

Licensing and
certification

Resource
provision



Why Eliminated?

Licensing

- **Concept does not involve the STATE supervising LOCAL administration.**
- Involves the government supervising licensees. For example, in child welfare:
 - DSS licenses child-placing agencies for foster care, child-placing agencies for adoption, residential child-care facilities, maternity homes and foster homes
 - DSS receives applications, processes, and makes decisions on applications. Local DSS's or private agencies supervise licensees.

Resource provision

- Defined as provision of non-monetary support to local agencies and service providers.
- **Concept was found to be too vague to be meaningful.**



New Idea to Consider

- Intensive support and/or supervision may be necessary prior to any intervention pursuant to G.S. 108A-74
- Options to consider:
 - Intensive support team at the central office that is deployed when necessary
 - Intensive support team consisting of staff from other regional office staff that is assembled and deployed when necessary



Suggestion – DHHS

- Should we add another supervisory function?
Emergency Management and Business Continuity of Operations
 - Central/Regional: Provide guidance to counties, coordinate training opportunities, assist counties as needed in operations of mass shelter operations.
 - County: Train employees, have plans and systems in place to respond to disasters (natural, technical, etc.), operate mass shelter operations and carry out other disaster management related responsibilities.

Zooming Back Out

- Big picture → What is supervision?
- Details → How to define supervisory functions?
How to allocate responsibility?
- Back to big picture
 - Supervisory functions
 - High-level summary more generalizable
 - Foundation for moving forward
 - Opportunity to revise for report



Discussion

- For each function/table:
 - Does anything require clarification at this stage?
 - Do you have a major disagreement with a concept reflected in the table?
 - Do you have any other concerns or questions about this function?



REGIONAL ADMINISTRATION



Testing Assumptions



Physical Space

Management

Staffing

Plan

- Ask a question
- Remind SSWG of information and earlier work
- Put forward assumptions
 - These assumptions are not conclusions or recommendations.
 - They are intended to spark conversation.
 - Goal is to identify points of consensus, clarify assumptions, and identify issues that require further work by SSWG.

Physical Space Question

What should the SSWG Stage One report say about the appropriate physical space to support regional administration?

- Offices?
- Meeting/training space?

Reminder – Design Factors

- Physical presence?
- What SSWG said:
 - May improve consistency and fidelity
 - Work from home can be difficult to supervise
 - Flex spaces for staff may be good compromise
 - Centralized meeting/training space a priority



Physical Space Assumptions

1. There will be some physical space located in each region to support the regional office operations.
2. It will include the regional administrator's office and administrative support.
3. It will include meeting and/or training space.
4. It will include flexible office space to allow program staff to work in the regional space on a regular or flexible basis, depending on management needs of administrator.



Management Question

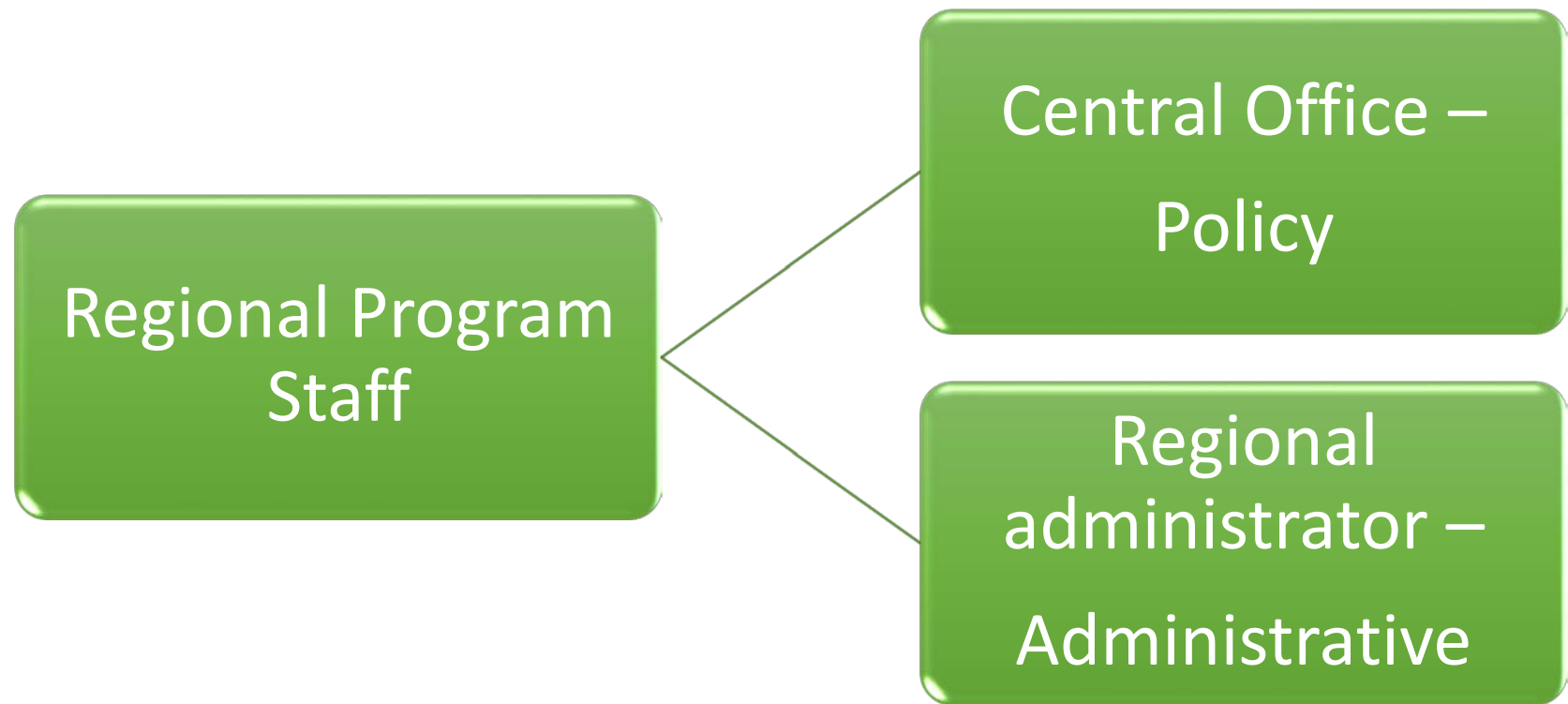
What should the SSWG Stage One report say about the administration and management of regions?

- Administrator?
- Accountability?

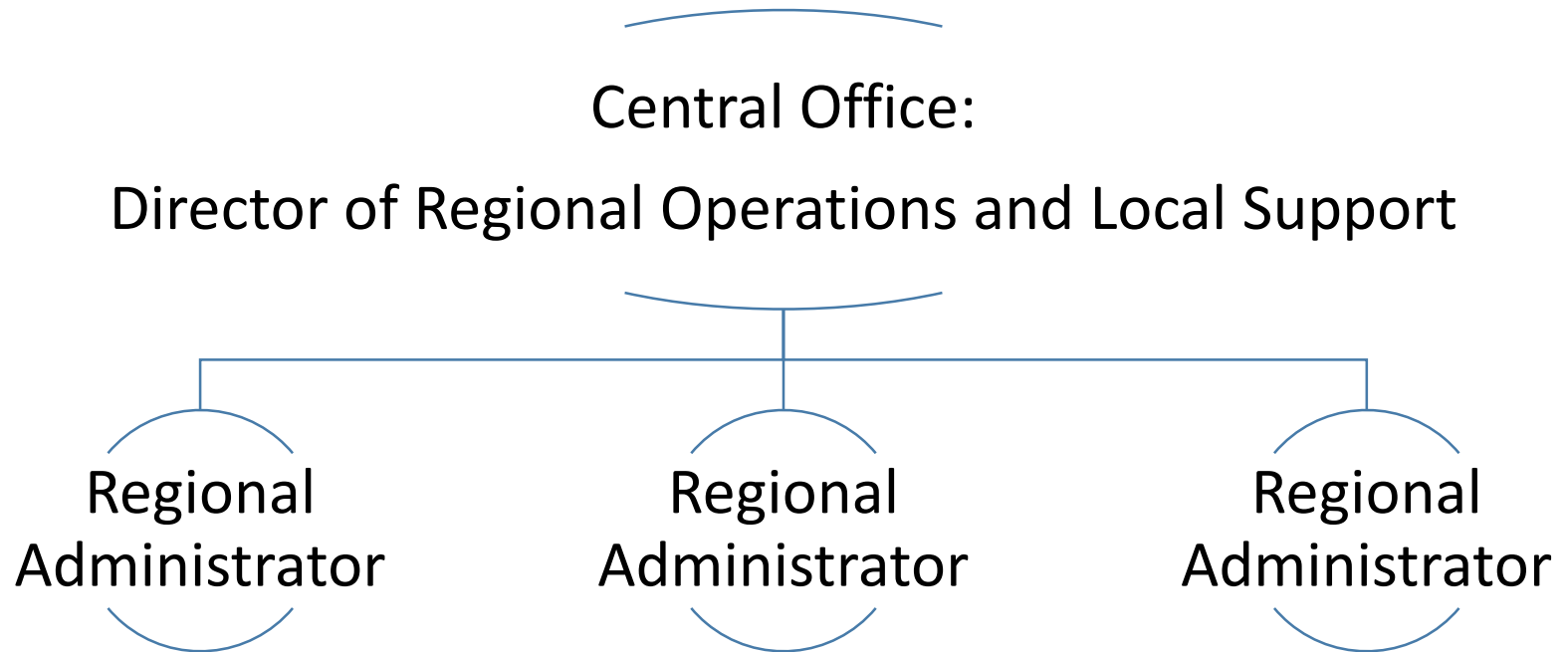
Reminder – Design Factors

- Regional administrator role?
- What SSWG said:
 - Responsible for managing regional staff and coordinating activities within the region, such as monitoring, training, and technical assistance
 - Develop knowledge of region, relationships with county officials, and
 - Play risk management role; with regional staff, identify emerging challenges in counties and help county remedy

Reminder – NC, VA



Reminder – VA



Management Assumptions

1. Central office will have a person or team assigned to oversee regions.
2. There will be a regional administrator for each region. The regional administrator will be hired by central office.
3. Regional staff will report to the regional administrator for coordination and management but to central office for policy.
4. Regional administrator will hire regional staff, with input from central office.

Staffing Question

What should the SSWG Stage One report say about the appropriate staffing for the regions?

- Types of expertise
 - Rotation
 - Roles

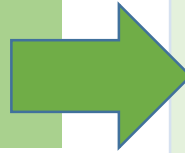
Suggestions – G. Osborne

Regional administrator

- Supervise regional staff
- Mentor county directors
- Advise governing boards

* Number of consultants/monitors per program would vary based on

- Complexity of program
- Number of counties assigned



Regional Consultants/Monitors

- Child Welfare
- Adult Services
- Employment Programs/Energy
- SNAP/FNS
- Medicaid/SA
- Child Care
- Performance Management (Dashboard, Data, CQI)
- Fiscal/Facility Compliance
- Human Resources
- NCFASST Consultant

Reminder – Design Factors

■ Rotating assignments?

■ What SSWG said:

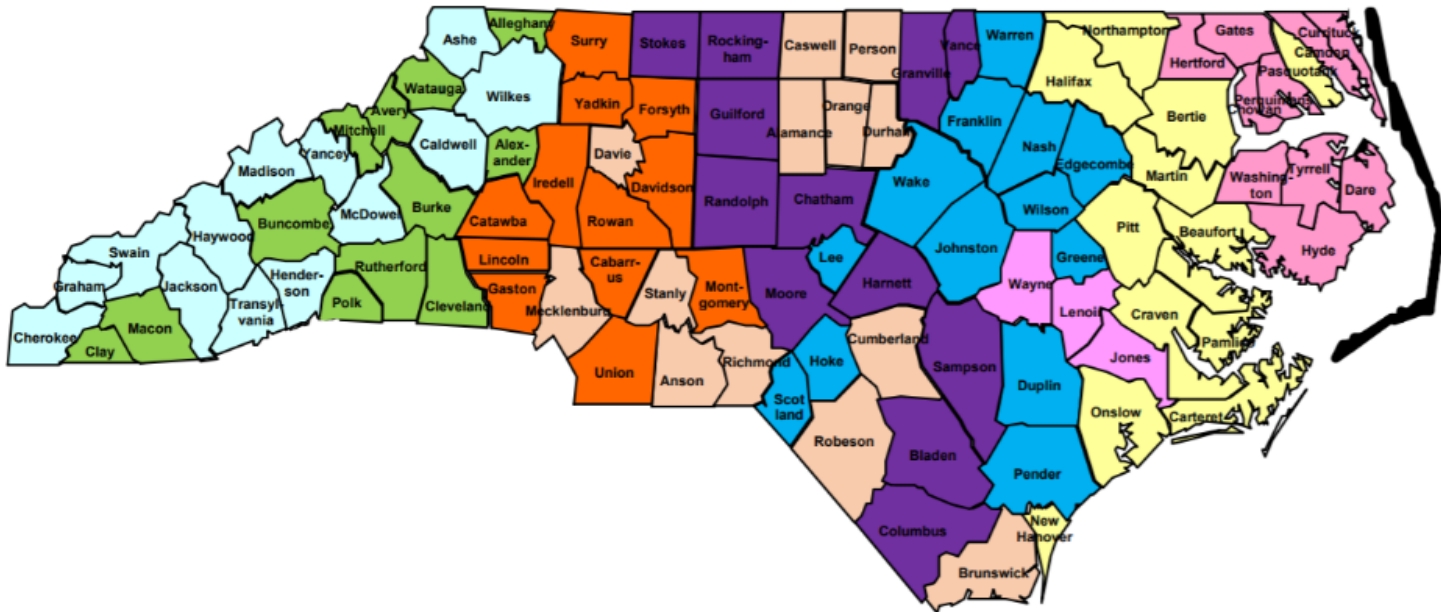
- Concern about rotating around state but rotation within region may be worthwhile
- Administrator should not rotate
- Should be flexible model; not fixed rotations on a schedule

■ What some research shows:

- May prevent in-group favoritism
- May help employee and employer learning
- May present risks to intellectual capital

Reminder – Adult Programs

- Rotate every 3 years
- Non-contiguous assignments in part to minimize personal connections to counties



APR County Coverage

Reminder – Blended/Divided

- Should the same staff person do monitoring and technical assistance? Or should the roles be separated?
 - NC programs vary: For example, adult services staff have blended role while SNAP and child welfare have divided roles
 - Other states: Of those interviewed, most staff have blended roles



Staffing Assumptions

1. Regional staff will include expertise to support all direct service programs offered by DSS (i.e., the whole enchilada).
2. Regional staff will not rotate to work in other regions in the normal course of business. They may be asked to assist in other regions periodically (i.e., intensive support).
3. DHHS will have the flexibility to decide whether regional staff will have blended or divided responsibilities (monitoring + technical assistance).

PRELIMINARY MAPPING



Plan

```
graph LR; A[Develop a draft map for regional system of supervision] --> B[Make the map available for public comment]; B --> C[Review comments, revise map];
```

Develop a draft
map for
regional system
of supervision

Make the map
available for
public comment

Review
comments,
revise map



Reminder – Design Factors

- How many regions?

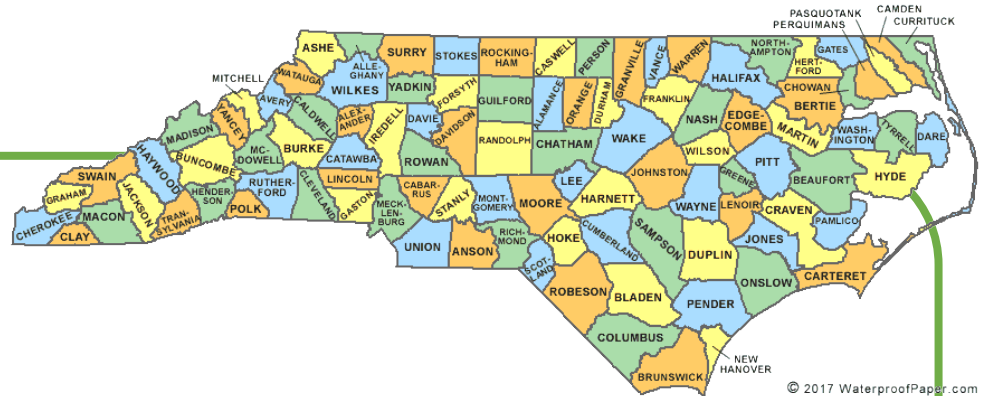
- What SSWG said:

- Two voting blocs

- 4-6 regions
- 8-10

- Concerns

- More regions = Less consistency
- Large regions = Too many counties in each to be useful
- Districts within regions may be difficult to manage
- May not have access to adequate, skilled workforce to staff many regional offices



Reminder – Survey/Ranking

- The geographical proximity of the counties
- Similar features in economy, demographics, or culture
- Combining higher and lower performing counties in order to share strengths
- The population within the counties
- Alignment with the judicial districts
- The total caseloads in the counties
- Alignment with the regions of other key partners
- The total geographical size of the region
- The caseload per capita within the counties



Suggestions – R. Stiehl

- Future demographic trends (e.g., aging population)
- %age of children < age living at or below poverty level
- %age of senior adults living at or below poverty level
- Hospital systems - Medicare and Medicaid profit margins
- # of IV-D child support cases
- # of DSS referrals from schools, hospital and doctors
- # of children enrolled in Head Start programs
- Unemployment (esp. 18-35)
- Birth and death ratio
- Children born out of wedlock
- # of Meals on Wheels served
- Programs, shelters and numbers on homelessness
- Estimated # of retired military
- Public to private school enrollment ratio
- # of children in DSS custody due to delinquent court referrals/orders



Community Considerations

Military

- Air Force (Wayne, Cumberland)
- Army (Cumberland, Moore)
- Coast Guard (Pasquotank)
- Marines (Onslow, Craven)
- Navy (Brunswick)

American Indian

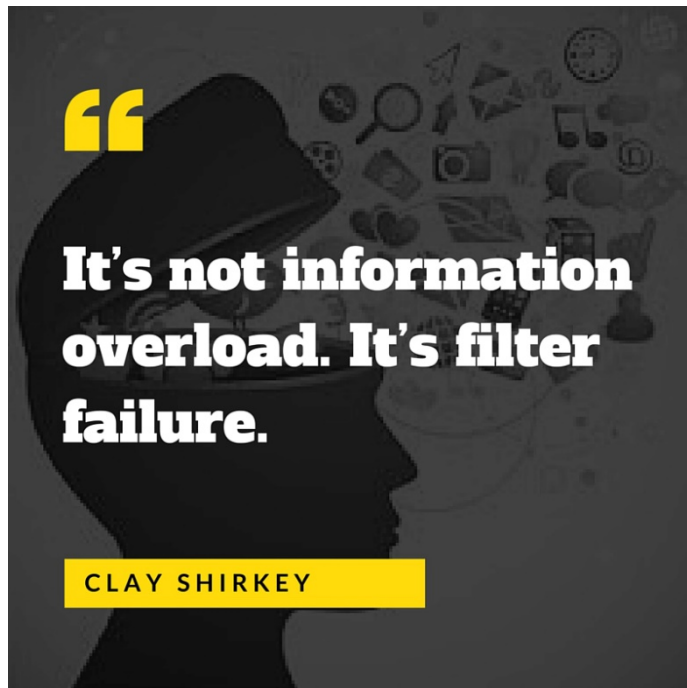
- Eastern Band of Cherokee
- Coharie (Sampson and Harnett)
- Lumbee (Robeson and surrounding)
- Haliwa-Saponi (Halifax and Warren)
- Sappony (Person)
- Meherrin (Hertford and surrounding)
- Occaneechi Band of Saponi (Alamance and surrounding)
- Waccamaw-Siouan (Columbus and Bladen)



Informal Networks

- Conducted a survey of county DSS directors
 - *Purpose:* Map informal and formal connections that already exist in county social services administration.
 - *Question:* Identify inter-county relationships that involve sharing resources or staff. Examples include exchanging conflict of interest cases, sharing staff, and/or sharing programs.
 - Identify up to 6 counties
 - Specify frequency of connection/collaboration
 - *Responses:* Excellent response rate for short (weather-impaired) timeframe. Still awaiting responses from about 40 counties.

Question



- LOTS of information
- MOST of the information is relevant to this work
- Questions:
 - Which information should be used to shape maps?
 - Which information should be used by DHHS to allocate staff and another resources?

<https://hcsmonitor.com/2015/10/29/information-overload/>

Jump-Start Exercise

- Preliminary maps that reflect some of the priorities identified in the SSWG survey and the informal county networks
- Exercise:
 - Small groups:
 - Review maps
 - Discussion: Which map appeals to you most and why?
 - Full group discussion:
 - What matters now in creating maps?
 - What information do you need for the next meeting to create draft map?



Questions?

