

# Social Services Regional Supervision and Collaboration Working Group

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UNC  
SCHOOL OF GOVERNMENT



# Plan

Overview



Your Charge



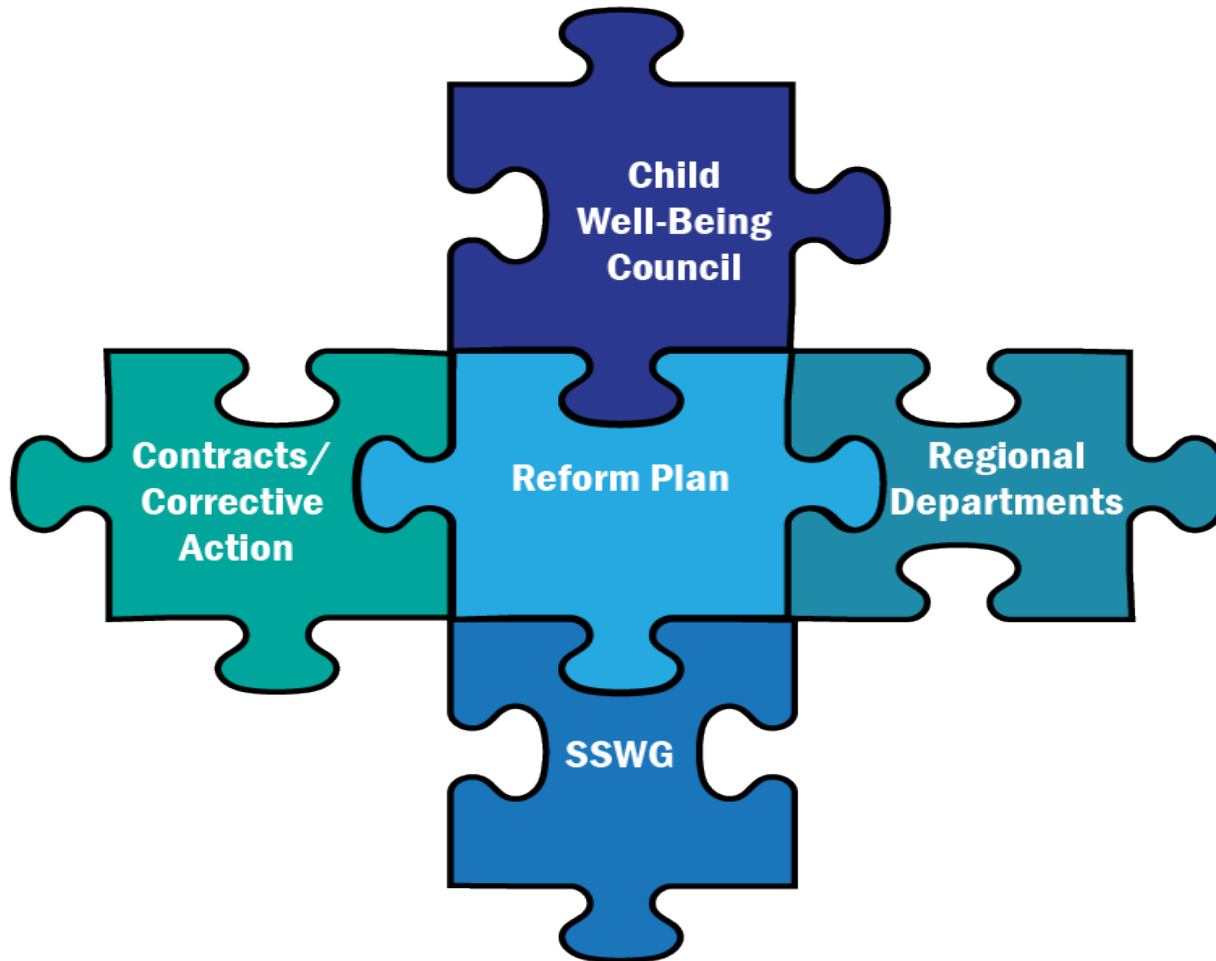
Timelines



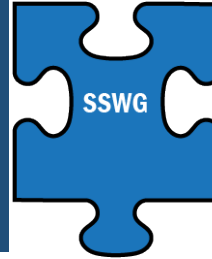
Other Work Underway



# Overview – S.L. 2017-41 (H 630)



# 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 the social services program?

## 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

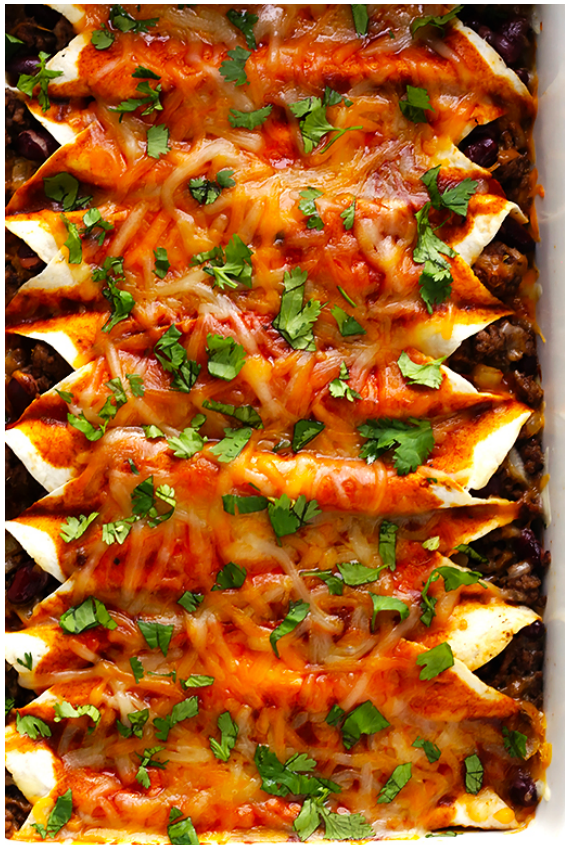
## A new layer of oversight and support

- 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
- Options for BOCC intervention prior to State assuming direct control

# Your Focus – Stage One



GIMME SOME OVEN

- The **WHOLE** enchilada
  - Child welfare
  - Adult services
  - Public assistance, including Medicaid, Food and Nutrition, State-County Special Assistance, Work First, Energy programs, etc.
  - Child support enforcement
  - Adult care home oversight
  - Other programs

# Not Your Focus



- Organization of the state agencies overseeing local administration
- Services
  - What services are being delivered
  - Who is delivering services
  - Who is receiving services
- Finance
  - Who is paying for services
  - How much do services cost

# Timelines

Stage One Report  
4/15/2018

DHHS Plan  
11/15/2018

NCGA Acts?

Regional Supervision?  
3/1/2020

Stage Two  
Report  
2/1/2019

NCGA  
and/or  
DHHS Acts?





# **OTHER COMPONENTS**

**S.L. 2017-41**



# Reform Plan

- State contract with outside organization
  - System reform
    - Evaluate the role of the state
    - New strategic direction for social services system
  - Child welfare reform
    - Specific requirement for more detailed reform plan
  - Dashboard
    - Report card
    - NCFAST data



# Contracts/Corrective Action

- Contract between counties and state
  - Will address performance requirements and administrative responsibilities
  - May withhold state or federal funds for noncompliance
- After FY 2020-21
  - Performance requirements tied to the Dashboard and other reliable data
  - Failure to comply = corrective action plan
  - If fail to complete plan, regional office must temporarily assume all or part of the administration



# Regional Departments

- After March 2019...
- Multi-county social services agencies allowed
  - Public authorities
  - May be limited to certain services
  - Counties must contribute financially to district; contributions to be specified in rules adopted by Social Services Commission



# Child Well-Being Transformation Council



- Focus on improving coordination, collaboration, and communication (C/C/C) among agencies and organizations that provide public services to children
- Initial focus
  - Identify relevant agencies/organizations
  - Identify problems in C/C/C in child welfare
  - Research role of similar entities in other states
- After March 2020
  - Monitor reforms underway
  - Identify gaps in C/C/C – extend beyond child welfare
  - Recommend changes necessary to remedy the gaps

# Questions?



# Preliminary Research Social Services Working Group



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# Plan

State-County Relationship



Examples of Other NC Regions



Preliminary Data



Discussion





# State-Supervised, County-Administered

## State

- Accepts federal funding
- Develops law and policy to shape programs
- Transmits federal and state funding to counties
- Supervises county administration

## County

- Administers programs
- Allocates funding
- Supervises staff
- Develops some county-specific programs



# State-Regional-County Roles

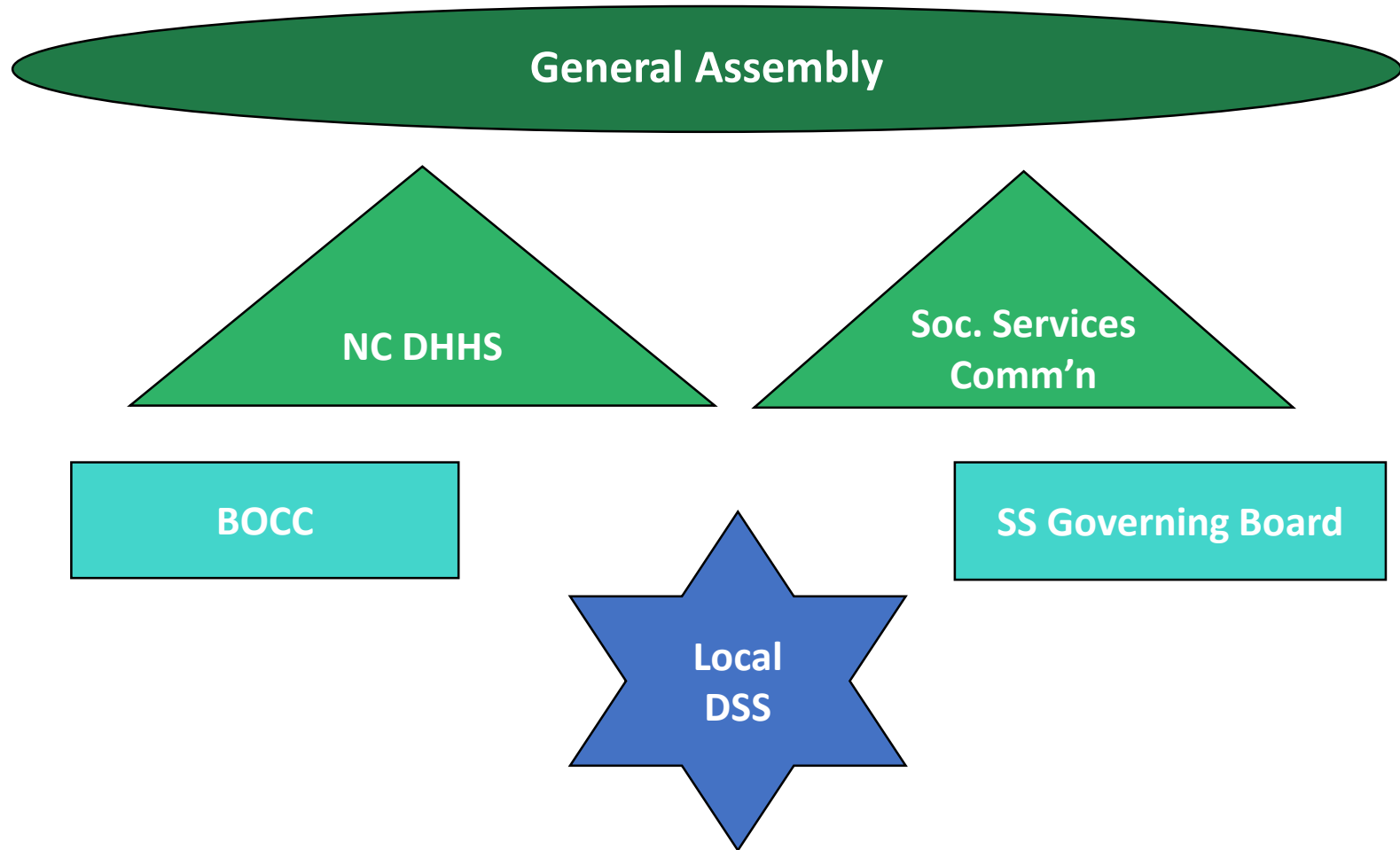
## Most identify as being state-administered

- All have some county/regional presence
- Local offices have varying roles

## Of those that identify as county-administered

- Counties have varying degrees of autonomy
- Counties have a range of responsibilities

# Big Picture – North Carolina



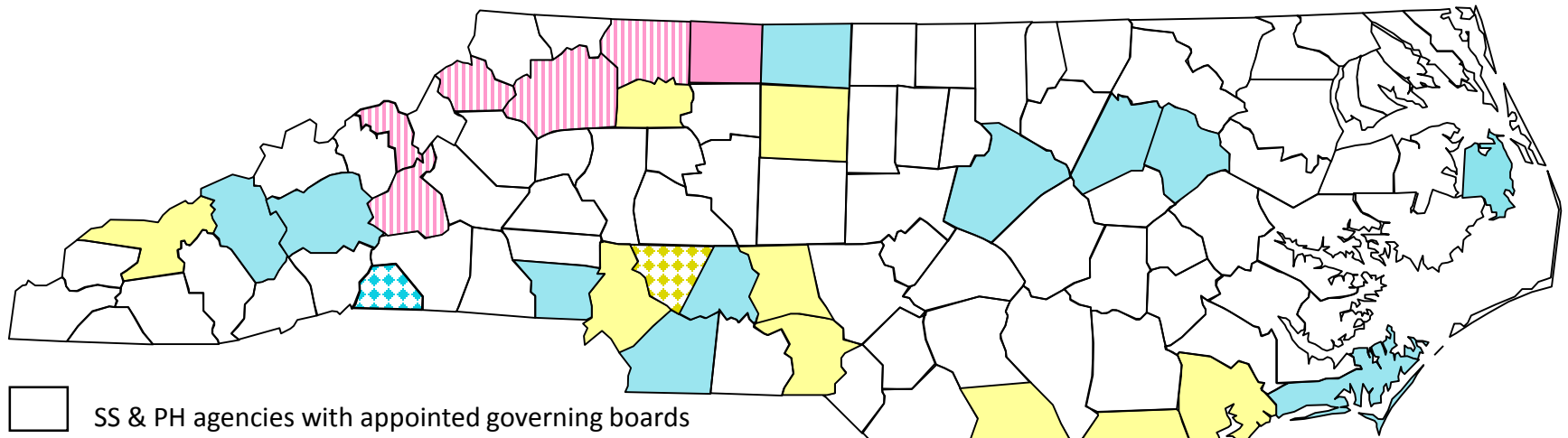
# Who is Responsible Locally?








- Boards of County Commissioners
- Social services governing boards
  - Boards of Social Services
  - Consolidated Human Services Boards
  - Boards of County Commissioners
- County Departments of Social Services



# PH and SS Organization and Governance

## August 2017



-  SS & PH agencies with appointed governing boards
-  Option 1 with both SS & PH agencies governed by BOCC (Stokes)
-  Option 1 with SS agency governed by BOCC, PH agency with appointed governing board (Mitchell, McDowell, Watauga, Wilkes, Surry, Columbus)
-  Option 2 with consolidated HS agency including SS & PH, appointed CHS board (Haywood, Buncombe, Gaston, Union, Stanly (eff. 11/17), Rockingham, Wake, Nash, Edgecombe, Carteret, Dare)
-  Option 2 with consolidated HS agency include SS and other human services but not PH, governed by appointed CHS board (Polk)
-  Option 3 with consolidated HS agency including SS & PH, governed by BOCC, health advisory committee (Swain, Yadkin, Mecklenburg, Guilford, Montgomery, Richmond, Bladen, Brunswick, Pender, Onslow)
-  Option 3 with consolidated HS agency including SS & other human services but not PH, governed by BOCC (Cabarrus)

# What is a County?

- A political subdivision of the State
- Derives legal authority from the State
- Act as an agent of the State to provide State services

***“...the General Assembly may by statute require the counties of the State to perform [the State’s duties regarding care of the poor] at least within their territorial limits.”***

Martin v. Wake County, NC Supreme Court (1935)

# Regional Offices - History

- **1971** – State government reorganization
  - Department of Social Services became Division of new Department of Human Resources (DHR)
- **1974** – DHR field offices consolidated into 4 regions
  - Western: Black Mountain
  - North Central: Winston-Salem
  - South Central: Fayetteville
  - East: Greenville
- **After FY 2001-02** – “Regional Administration”
  - No longer a line item in the Governor’s budget

# Regional Offices - Study

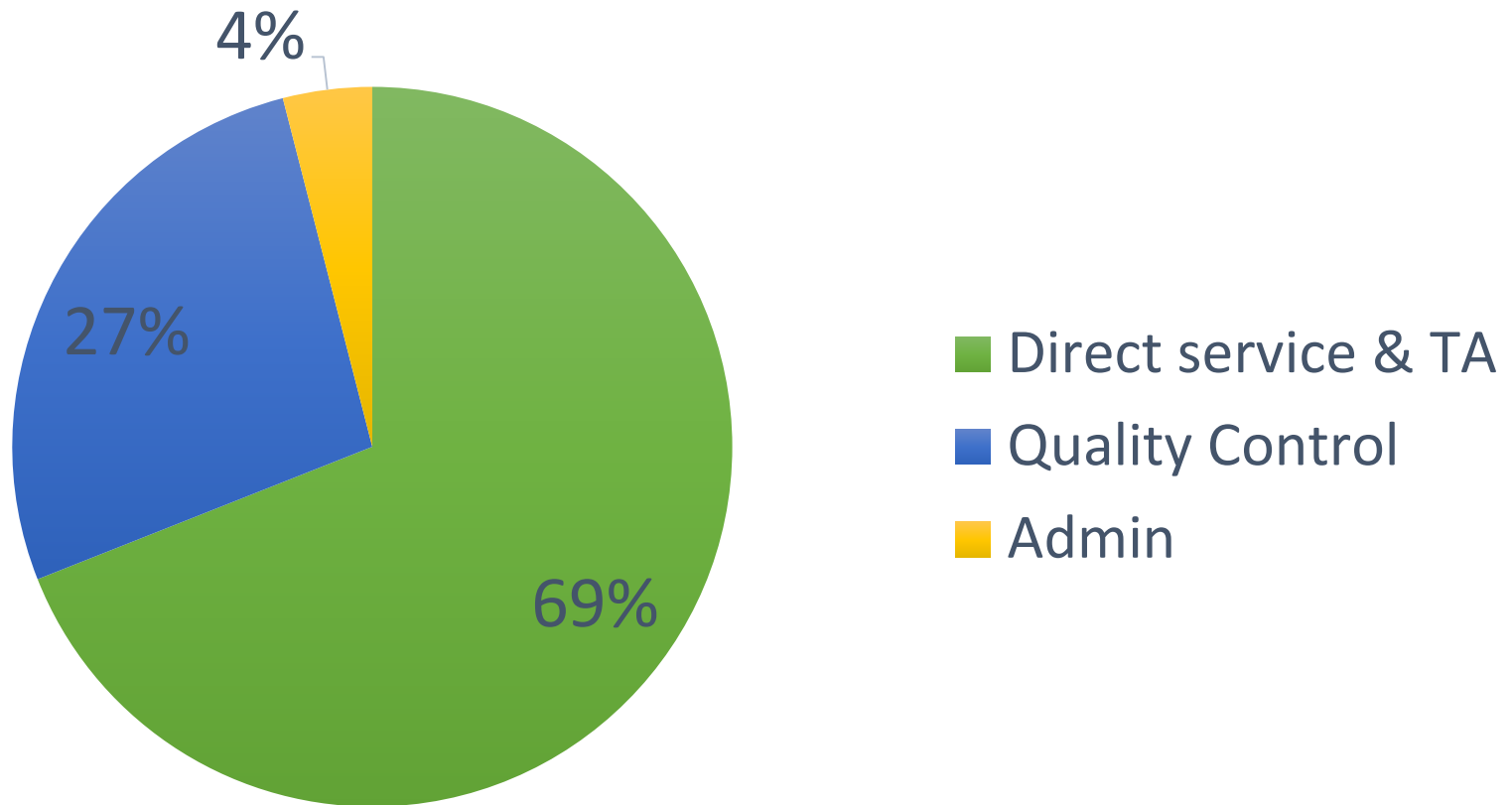
- **1982** – Study of social services field offices
  - Purposes
    - Supervise county administration
    - Assure uniform implementation of statutes and rules
    - Provide technical assistance, coordination and management guidance
  - 118 staff (out of 423 total DHR regional office staff)
  - \$2,334,140





# Regional Offices - Study

## Allocation of Time



# Continued Regional Presence

- State programs have employees who work regionally
  - Home-based, such as
    - Child Support Regional Representatives
  - Regional offices, such as
    - Martin County EBT Call Center
    - Black Mountain Foster Home Licensing and Regulatory
    - Training Centers (Asheville, Charlotte, Greensboro, Fayetteville)

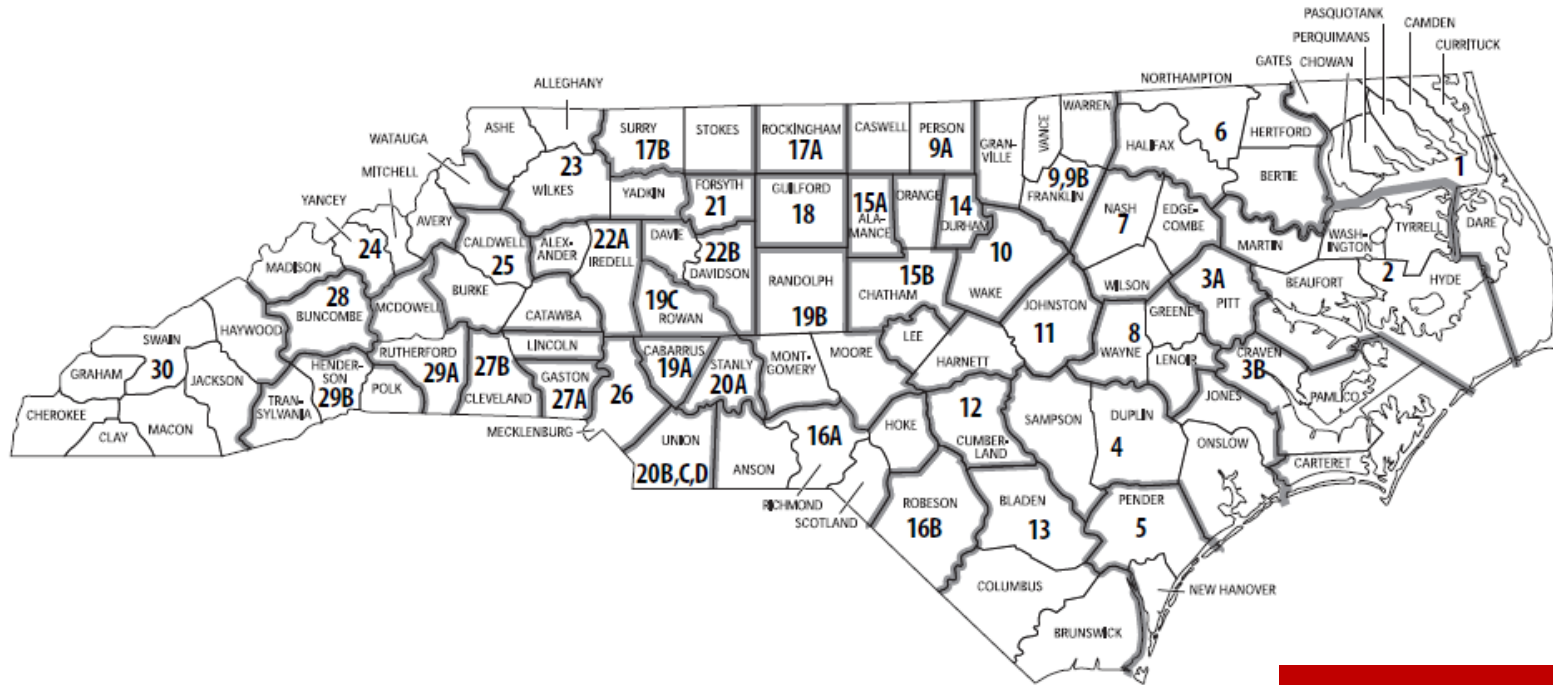


# OTHER NC REGIONS



# North Carolina District Court Districts

## Effective January 1, 2015

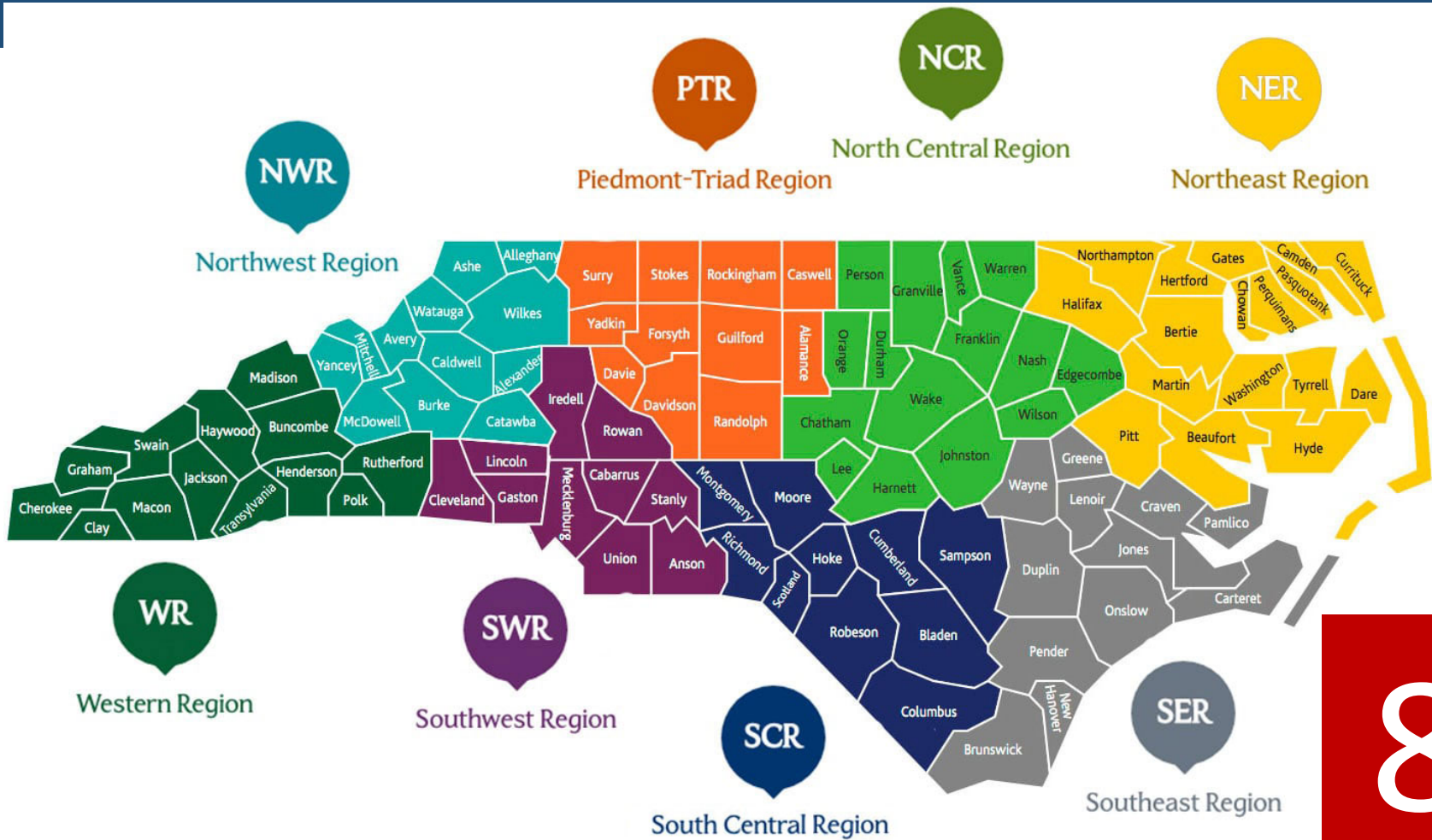


Note: Districts 9 and 9B, and districts 20B, 20C, and 20D are districts for electoral purposes only. They are combined for administrative purposes.

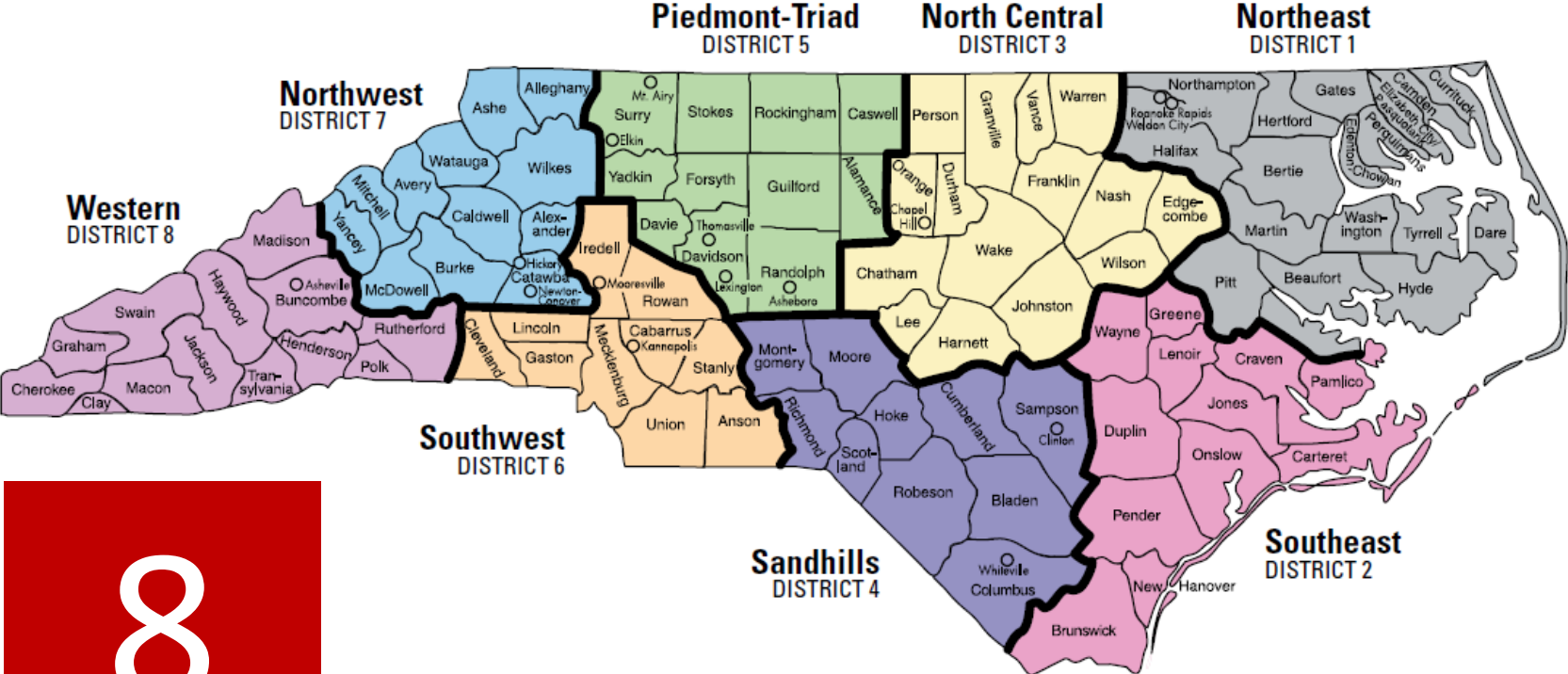
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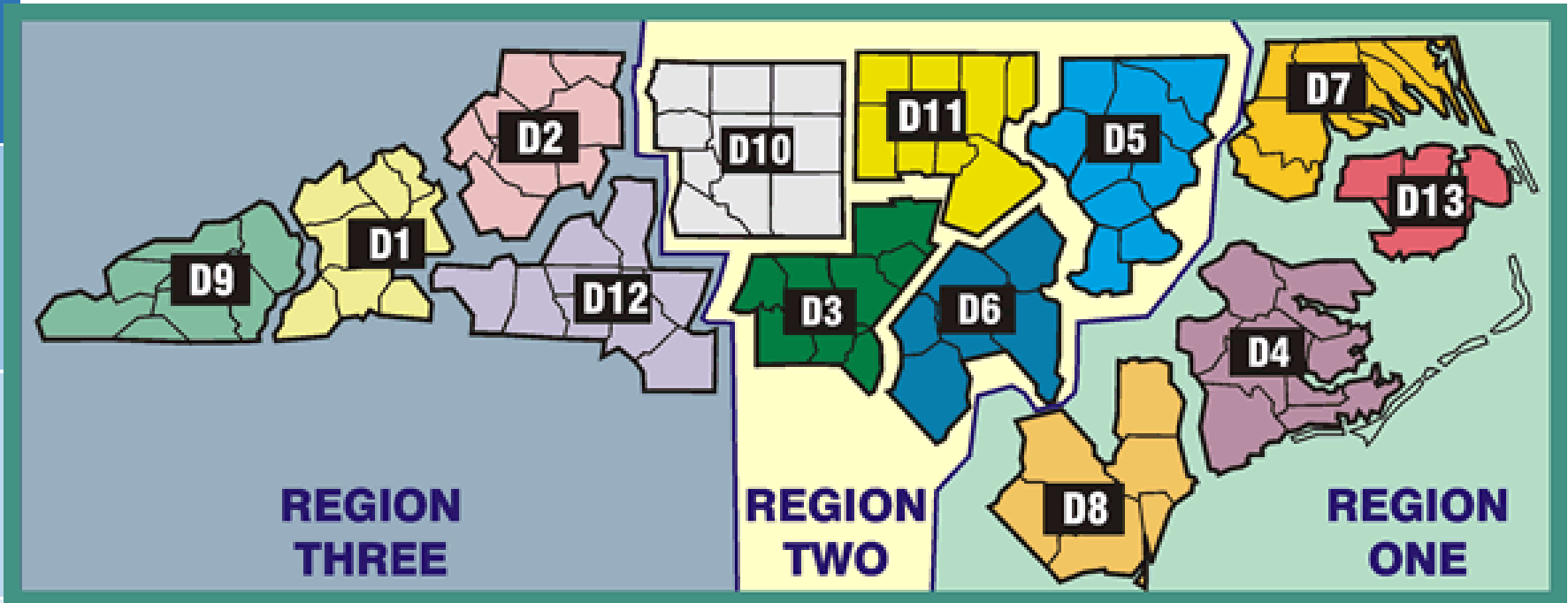
# Prosperity Zones



# North Carolina State Board of Education Districts

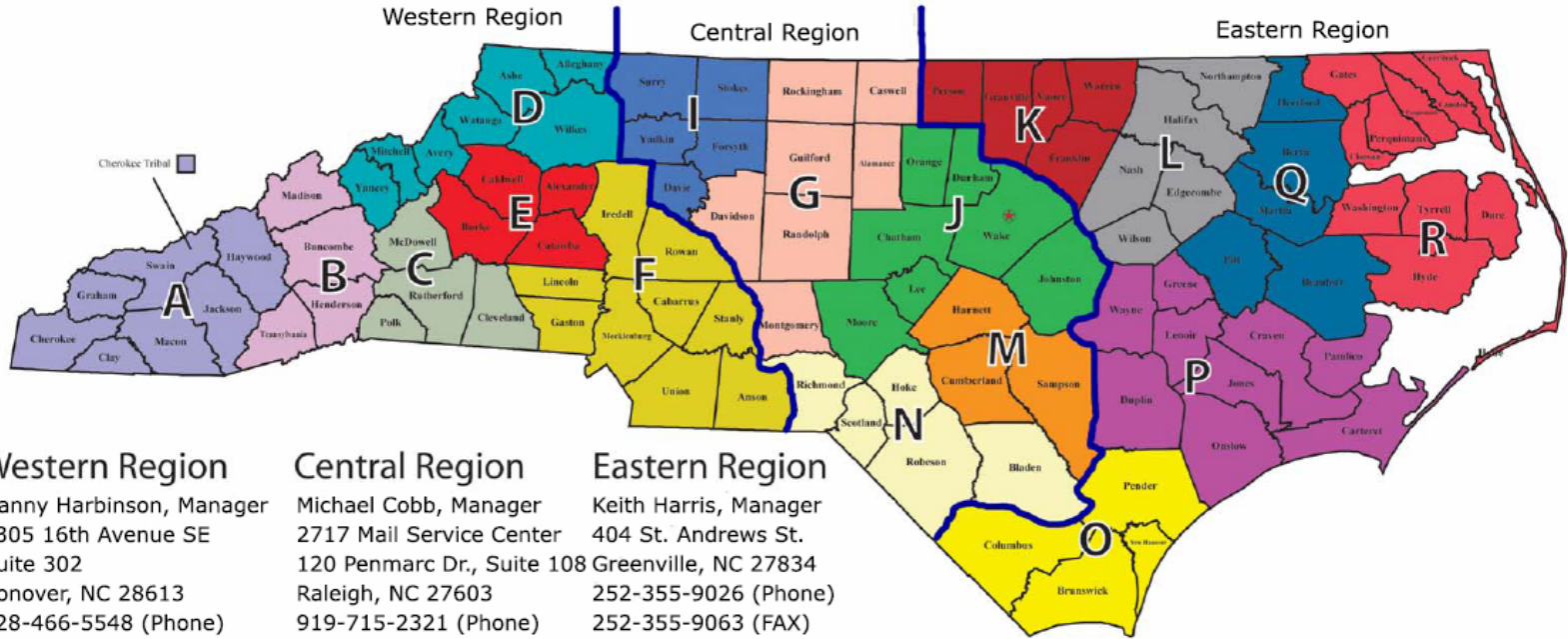


# Forest Service



3/13

# North Carolina Office of Emergency Medical Services Counties and Lettered Regions



## Western Region

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## Eastern Region

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Greenville, NC 27834  
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252-355-9063 (FAX)

### Regions



### Regions



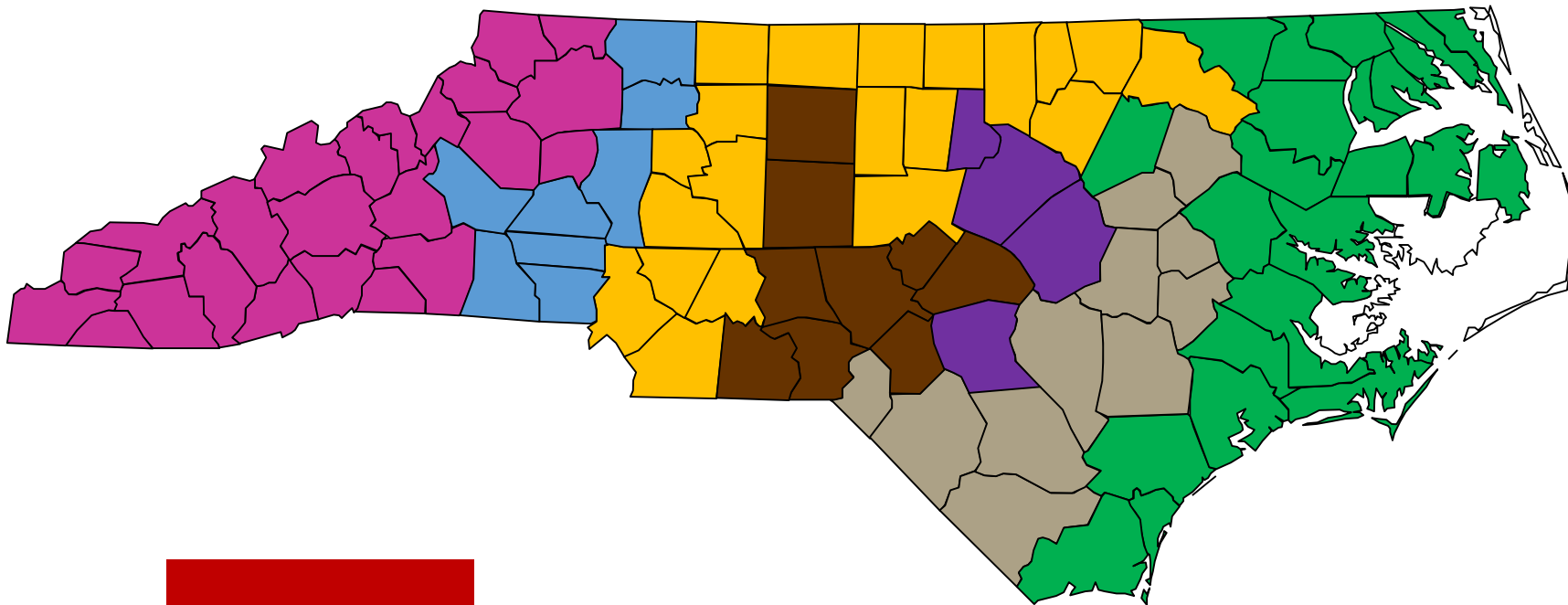
### Regions



3/17



# LME/MCOs (Current)



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# LME/MCOs (Proposed)

## Proposed Local Management Entity - Managed Care Organizations (LME-MCOs)

Reflects Proposed Regional Entities As Of 3/17/16

### Western Region:

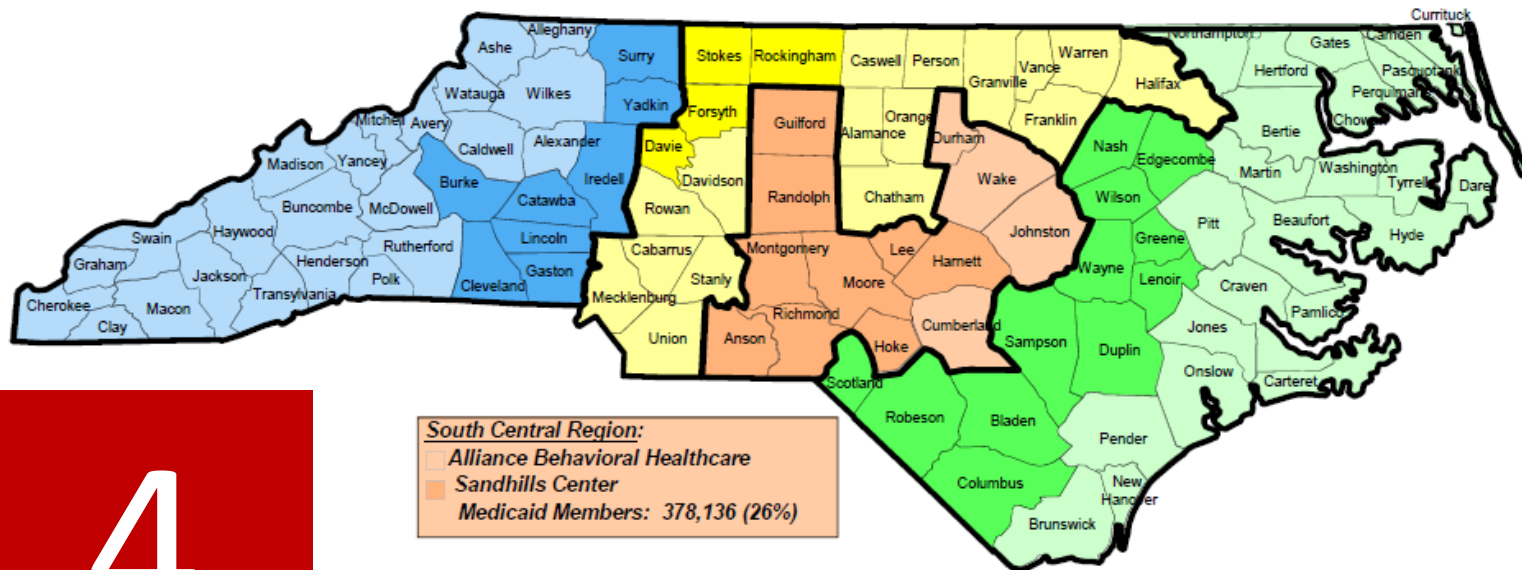
Smoky Mountain Center  
Partners Behavioral Health Management  
Medicaid Members: 296,658 (21%)

### North Central Region:

Cardinal Innovations Healthcare Solutions  
CenterPoint Human Services  
Medicaid Members: 410,065 (29%)

### Eastern Region:

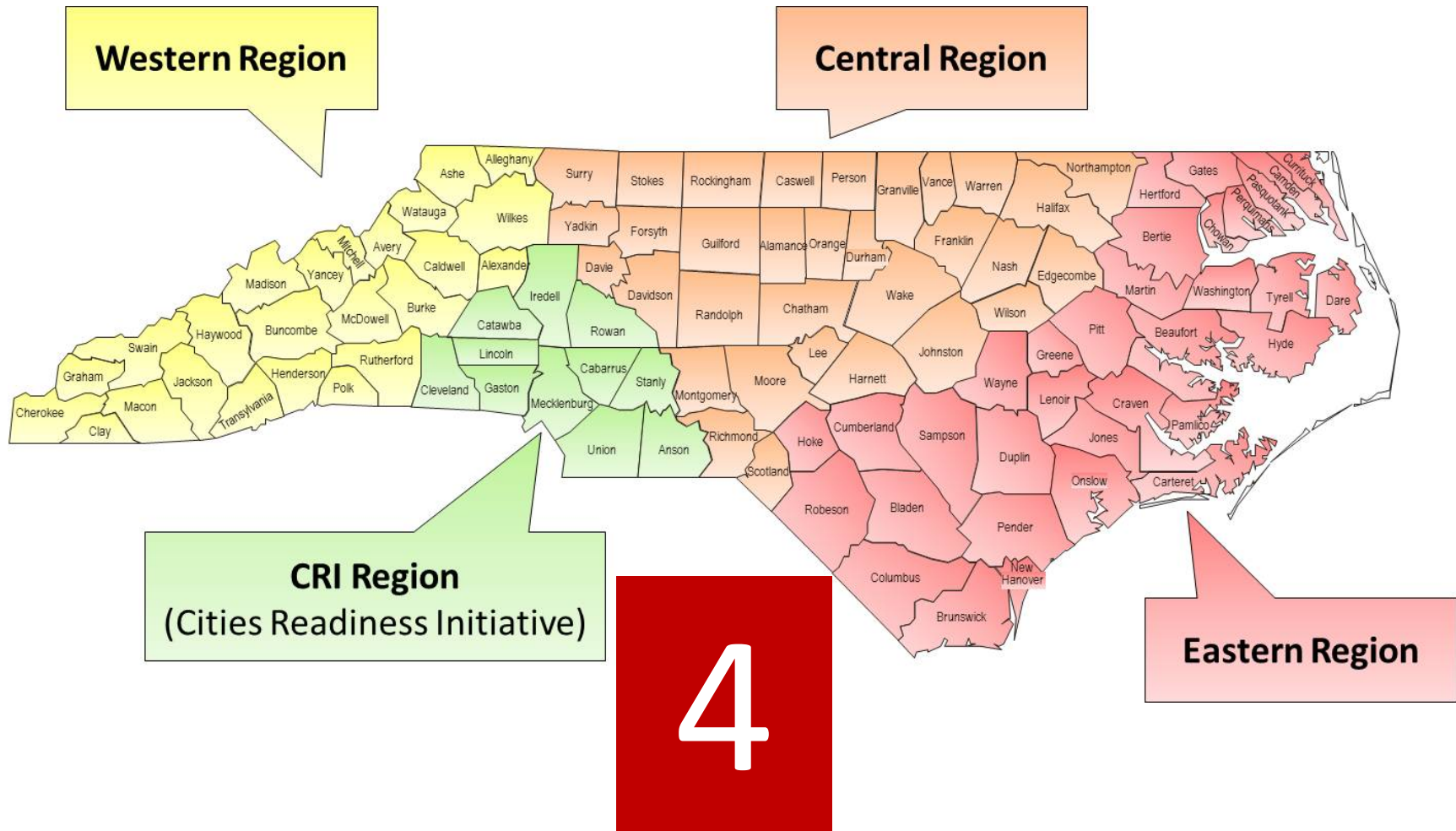
Trillium Health Resources  
Eastpointe  
Medicaid Members: 351,696 (24%)



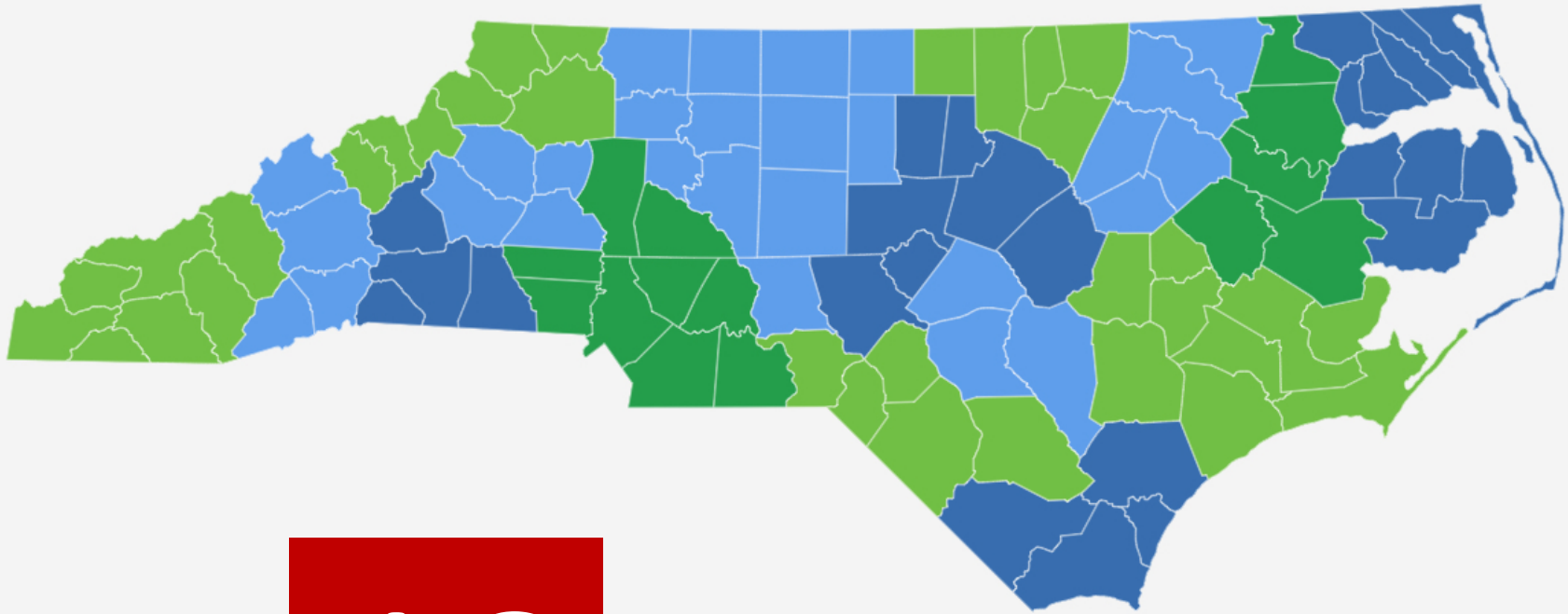
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Medicaid Members are the number enrolled as of December 2015.

# Public Health – Preparedness and Response



# Councils of Government



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# PRELIMINARY DATA REVIEW



# Preliminary Data Review

- Purpose: **Jump start group thinking**
  - What questions are we trying to answer?
  - What kind of information will inform the answer?
- Disclaimers
  - Limited indicators – Not exhaustive
  - Different years
    - Per capita numbers all based on 2016 data
  - Different data sources
  - Just getting started...

