



JOINT COUNTY BOARD STAFF/FINANCE COMMITTEES
Minutes – June 24, 2019

Call to Order: County Board Staff Committee Chair Podzilni called the joint meeting of the County Board Staff Committee and the Finance Committee to order at 8:00 A.M. in Conference Room N-1/N-2 on the fifth floor of the Rock County Courthouse-East.

Committee Members Present: County Board Staff Committee – Supervisors Podzilni, Brill, Bussie, Mawhinney, Peer, Sweeney, Bostwick, and Yeomans. Finance Committee – Supervisors Mawhinney, Beaver, Podzilni, Fox and Yeomans.

Committee Members Absent: County Board Staff Committee - Supervisor Thomas.

Staff Members Present: Josh Smith, County Administrator; Randy Terronez, Assistant to the County Administrator; Annette Mikula, Human Resources Director; Kate Luster, Human Services Director; Tera O'Connor, Human Services Deputy Director; Sara Mooren, Administrative Services Division Manager, Human Services; Jodi Parson, Secretary, Human Services.

Others Present: None.

Approval of Agenda: Supervisor Bostwick moved approval of the agenda as presented, second by Supervisor Sweeney. ADOPTED.

Citizen Participation, Communications and Announcements: None.

Adoption of Minutes of June 10, 2019. Supervisor Yeomans moved approval of the minutes of June 10, 2019 as presented, second by Supervisor Brill. ADOPTED.

Review and Discussion of Preliminary 2020 Budget Projection and Program Information – Human Services Department: Ms. Luster welcomed everyone, thanked them for coming, introduced her staff, and handed out copies of the PowerPoint presentation (attached). Ms. Luster said they have tweaked their Vision Statement and Mission Statement and read them. She said these statements encompasses both clients and staff.

Ms. Luster went over the mandated services for the Human Services Department and the state statutes and administrative code requirements. Ms. Luster went over the department organization; 2019 budget overview for source of funds, use of fund, tax levy by division, and the number of positions by program. She went over the 2020 cost to continue assuming a 2% general inflationary increase, which would increase the budget by \$1,239,000. She said the fiscal impacts included \$483,000 in expenditure reductions and \$52,000 in additional grant funds. In

the cost to continue summary they would need to reduce the budget by \$704,000. The actions to reduce the 2020 tax levy would be to reduce the number of children in out-of-home care, based on trends, as follows: 1) Treatments Foster Care by ten children for a savings of \$423,400; and Residential Care Center Placement by two children for a savings of \$310,250; for a total of \$733,650, which is \$29,650 more than needed.

Ms. Luster went over the key issues and initiatives stressing the need to recognize that families are the solution, not the problem. She said a couple challenges for the Child Welfare Workforce Support is they have a very high turnover among child welfare staff (50% turnover in CPS ongoing staff in the last twelve month), and the complexity of cases continue to increase. Stress is very high in this area, more so than in others.

Ms. Luster shared a couple short videos with the committees, which can be found at <https://wichildwelfarecrisis.wicounties.org/>.

Ms. Luster said the actions they are taking to help is an investment in strong leadership, to focus on organizational health and secondary trauma, and they are proposing an incentive (hazard) pay structure for child welfare staff to acknowledge the stress in this particular area. She said the other divisions recognize the need in the child welfare area. Ms. Luster shared they are taking steps to show employees in all the divisions they are valued and appreciated.

Ms. Luster said, again, that “families are the solution, not the problem” and there is a great many of changes that need to occur to give the families what they need and support to keep families together and to thrive. She added that they do recognize that in some cases this will not work. Safety is a primary goal, but separation from a parent is traumatic.

Ms. Luster said in 2018 an analysis was done of the treatment needs of families with children in out of home care and depression, anxiety and bipolar disorder are the most common mental health issues. These mental health issues cause functional issues, but they are treatable in most cases. She said we need to strengthen strategies and invest now in prevention.

Supervisor Bostwick left at 9:00 A.M.

Ms. Luster said they will be making organizational changes/alignments to break down some of the barriers in communication, collaboration and client access to care. There is too much higher management staff and this needs to be flattened and reorganized.

Ms. Luster concluded with a quote from Linda Ellerbee: “What I like most about change is that it’s a synonym for “hope”. If you are taking a risk, what you are really saying is, ‘I believe in tomorrow and I will be part of it.’” She reminded everyone that change is a constant.

Ms. Luster thanked the Committees and answered their questions.

The Committees thanked Ms. Luster and her staff for their hard work.

Chair Podzilni reminded the Committees that the next meeting will be on Monday, July 1, 2019 for the Public Health Dept. and Rock Haven and will be held at Rock Haven.

Adjournment: Supervisor Bussie moved adjournment at 9:25 A.M., second by Supervisor Brill.
ADOPTED.

Respectfully submitted,

Marilyn Bondehagen
Office Coordinator

~~NOT OFFICIAL UNTIL APPROVED BY THE COMMITTEES~~

HSD 2020 Pre-Budget Presentation

Joint Finance/County Board Staff
June 24, 2019

VISION

A welcoming system of care and services that inspires healing, growth & hope.

MISSION

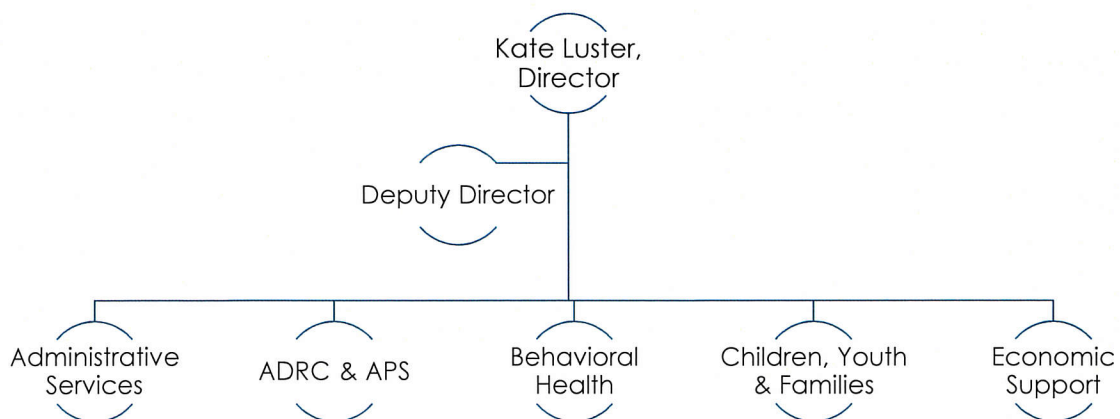
In partnership with those we serve, we work to enhance independence and wellbeing through the delivery of exceptional services, grounded in trusting relationships and respect for the dignity of all people.

HSD Mandated Services

- Child Protective Services ~ Chapter 48
- Juvenile Justice Services ~ Chapter 938
- Economic Support Services ~ Chapter 49
- Adult Protective Services ~ Chapter 55
- Behavioral Health ~ Chapter 51

There are also numerous administrative code requirements in each area that regulate our work.

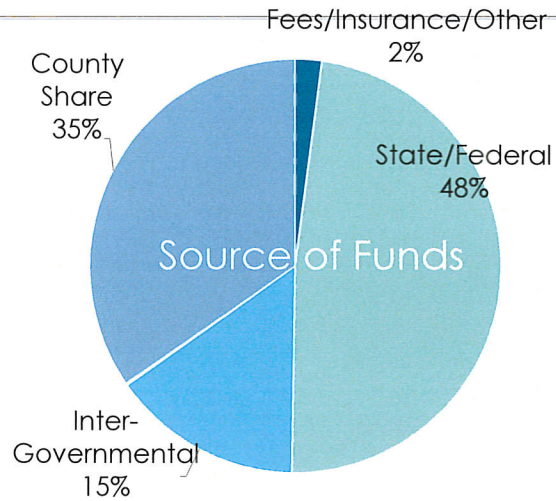
HSD Organization



2019 HSD Budget Overview

Adopted Budget

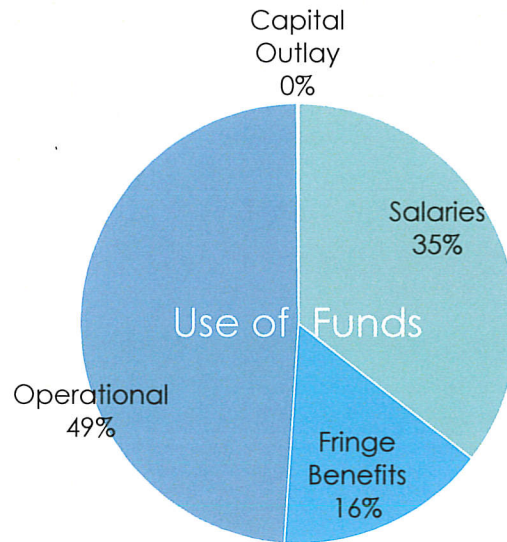
Revenues	\$44,454,539
Expenditures	\$68,026,212
Tax Levy	\$23,571,673



2019 HSD Budget Overview

Adopted Budget

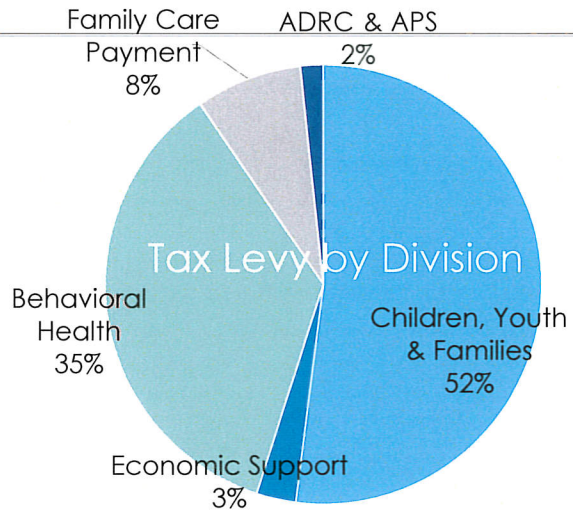
Revenues	\$44,454,539
Expenditures	\$68,026,212
Tax Levy	\$23,571,673



2019 HSD Budget Overview

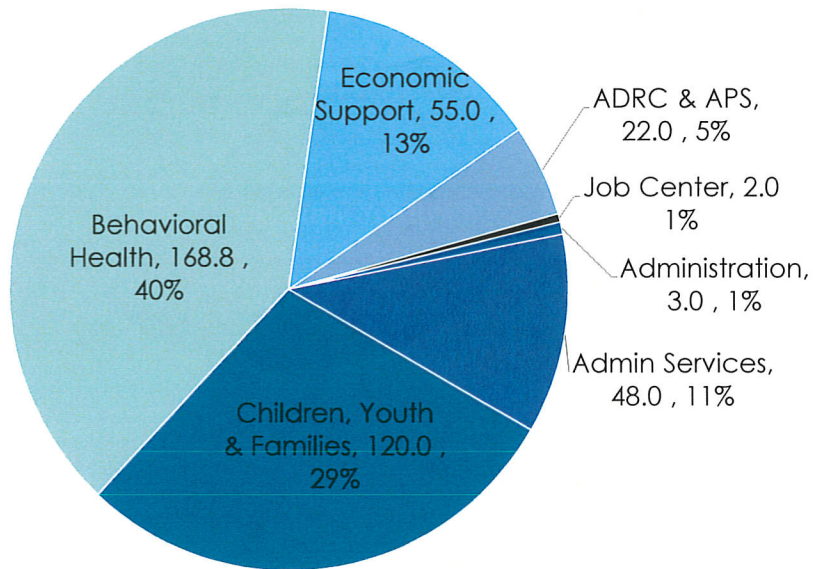
Adopted Budget

Revenues	\$44,454,539
Expenditures	\$68,026,212
Tax Levy	\$23,571,673



2019 HSD Positions by Program

Total 418.8 FTE



2020 HSD Cost to Continue

Directions to Department Heads:

- Assume 2% general inflationary increase
- Identify known revenue increases/decreases
- Options for reducing the tax levy back to a 0% increase
- Include any potential new requests

2020 Anticipated Cost Increases

2% Increase Per Instructions

Personnel Costs - includes 2% salary and insurance increase, step increases, 2019 COL increase	\$916,000
State Institutes/Hospitals/Crisis Stabilization	59,000
Behavioral Health Placements & Related Expenses	26,000
Children's Substitute Care & Corrections	133,000
General Operational Expenditures	105,000

2020 Known Fiscal Impacts

Expenditure reductions:

Family Care Payment Reduction	(383,000)
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Delete 1.0 FTE Outpatient/AODA Program Manager (Vacant)	(100,000)
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Revenue Increase:

Additional Mental Health Block Grant Funds	52,000
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2020 Cost to Continue Summary

2019 Tax Levy	\$23,571,673
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Revenue Increases	\$52,000
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Cost Increases	\$756,000
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CTC Levy for 2020	\$24,275,673
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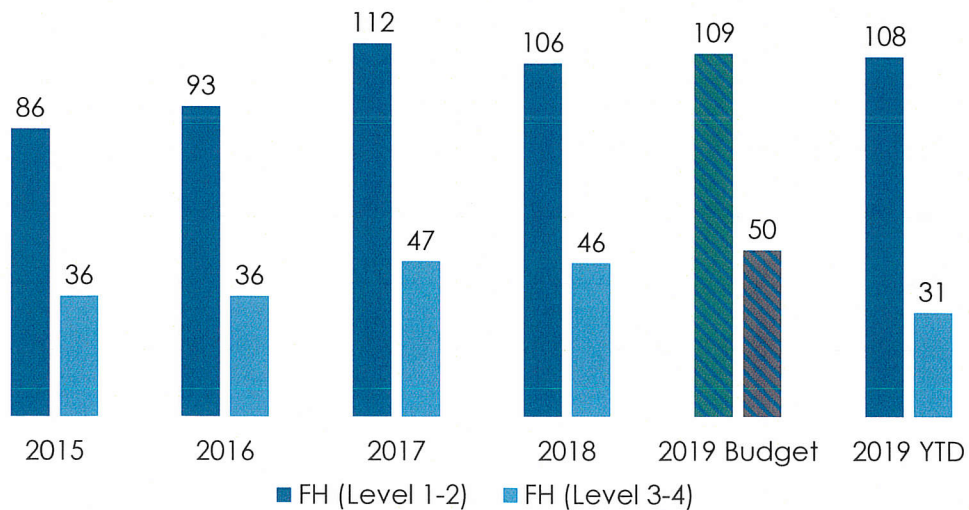
Reduction Needed for 0% Increase	\$704,000
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2020 Actions to Reduce Levy

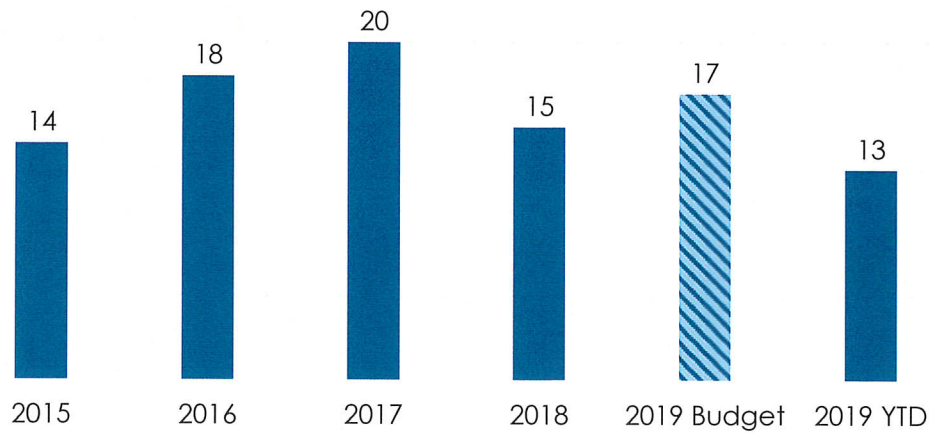
Reduce children's out-of-home care budget based on current trending:

- Treatment Foster Care (\$116 per day/ average)
 - Reduce budget by 10 = \$423,400
- Residential Care Center Placements (\$425 per day/average)
 - Reduce budget by 2 = \$310,250

Foster Care Average Daily Census



RCC Average Daily Census



2020 Cost to Continue Summary

Reduction needed for 0% increase	\$704,000
Treatment Foster Home Budget Reduction	(423,400)
RCC Budget Reduction	<u>(310,250)</u>
Total	<u>(29,650)</u>

Key Issues and Initiatives

- Improve child welfare workforce support
- Recognize that families are the solution, not the problem
- Remove barriers and silos that prevent access to services
- Create comprehensive continuous quality improvement infrastructure
- Strengthen strategic prevention and early intervention strategies
- Ensure organizational structure is aligned with needs of clients and staff

Child Welfare Workforce Support

Challenges:

- High turnover among child welfare staff
 - *Example: 50% turnover in CPS Ongoing staff in last 12 months*
- Complexity of cases continues to increase

Child Welfare Workforce Support

ACTIONS:

- Invest in strong leadership and supervisory support
- Focus on organizational health and secondary trauma
- Proposing incentive (hazard) pay structure for child welfare staff

Families are the solution, not the problem

Challenge:

- Federal Family First Prevention Act - will require all Child Welfare Systems to change their approach and focus.
 - Reduction in use of funds for RCC and Group Home placements
 - Incentives for relative placements and supports to prevent removal
 - More flexible use of funding for prevention and treatment

Action:

- Improve system design and responses to more authentically strengthen and support families to keep their children safe and healthy.

Families are the solution, not the problem

“What would it look like in Rock County if the child welfare system was to become a just and loving response to working with families?”

“What are the fundamental changes that are necessary for keeping families safe and radically connected?”

Amelia Franck Meyer, Alia Innovations

Remove Barriers to Services

Challenges:

- Increasing unmet need for mental health and substance use services across programs and populations
- Need more treatment options and increased community knowledge about resources
- Responding to the impact of the opioid epidemic

Actions:

- Re-organizing programs and staff to better integrate care and services
- Increase resources for evidence-based treatment and peer supports

In 2018 HSD completed an analysis of the treatment needs of families with children in out of home care. Out of 193 adults:

Adults needing mental health support	(159)	82%
Adults needing AODA support	(147)	76%
Adults needing both mental health and AODA support	(114)	59%
Adults that may not fit mental health criteria (AODA without addiction disorder diagnosis, or mental health concerns are indicated but not certain)	(35)	18%
Medicaid eligible	(131)	68%

Depression, anxiety, and bipolar disorder are the most common mental health issues and often come together in this group of adults.

Continuous Quality Improvement

Challenge:

- o No formal structure across all programs to learn from past practices in order to improve future practice and client outcomes

Actions:

- o Develop a comprehensive quality improvement program
- o Add a learning and quality improvement lead position

Strengthen Prevention Strategies

Challenge:

- Investment in prevention is necessary to impact longer term outcomes for families of Rock County
- Resources allocated to prevention activities are not associated with a strategic department-wide plan

Actions:

- Use prevention funds to create a community prevention coordinator position
- Develop and implement a comprehensive plan using the SAMHSA Strategic Prevention Framework

Organizational Alignment

Challenge:

- Current structure of programs contributes to barriers in communication, collaboration and client access to care
- Inefficiencies in process and productivity

Action:

- Improve practice and client outcomes by “flattening” the HSD Management structure

Thank you!

Please contact us with any questions:

- Kate Luster, Director 757-5270
Katherine.Luster@co.rock.wi.us
- Tera O'Connor, Deputy Director 758-8421
Tera.O'Connor@co.rock.wi.us
- Sara Mooren, Administrative Services Division Manager 758-8431
Sara.Mooren@co.rock.wi.us

“What I like most about change is that it’s a synonym for “hope”. If you are taking a risk, what you are really saying is, ‘I believe in tomorrow and I will be part of it.’”

- Linda Ellerbee