

**Board of Social Services  
MINUTES  
May 10, 2021**

**Hearing Room  
First Floor – County Administration Building  
10:00 am – 12:00 pm**

**In Attendance:** Commissioner John Kefalas; Commissioner Shadduck-McNally; Commissioner Stephens; Linda Hoffmann; Laura Walker; Heather O’Hayre; Jan James; Shannon Reiff; Thad Paul; Lori Metz; Jill Maasch; and Lindy Blue

A recording of this work session is available at: <https://www.larimer.org/bocc/commissioners-meetings/internet-broadcasts-commissioners-meetings#/ws/>

**Introductions & Announcements**

Commissioner Kefalas welcomed everyone and called the meeting to order. Director O’Hayre asked if there were any additions to the agenda and there were none from the commissioners. One addition to the agenda from Director O’Hayre was an update on the Child Care Assistance Program (CCAP).

**Human Services Funding Overview**

[HS Allocation Formula Presentation](#) – Click to view presentation slides

Overview of funding allocations provided by Human Services Operations Division Manager, Shannon Reiff. 16 funding allocations, totaling \$48 million, are received by Human Services and 85% of those allocations make up the majority of the budget. Over \$40 million come from five areas: Adult Protective Services (\$1.5 million), Child Welfare Block/Core/Workload (\$21 million), Colorado Child Care Assistance Program (\$5 million), Colorado Works/TANF (\$7 million), and County Admin (\$6 million). If Human Services is overspent, they are responsible for covering the cost of the allocation. The funding is a reimbursement model, so payment is only received for services provided. Adult Protective Services has two allocation factors: workload data (50%) and demographic data (50%). The allocation is an 80/20 match, so the total allocation is \$1,228,419 and the county contribution is \$246,000. Child Welfare Block has four allocation factors: average workload essential functions (50%), average program services – admin (30%), child population (10%), and children in poverty (10%). The allocation is an 80/20 match, so the total allocation is \$19,617,106 and the county contribution is \$3,900,000. Child Welfare Core Services has five allocation factors: households <200% poverty level (45%), involvements (43%), assessments (6%), referrals (3%), and OOH placements (3%). The allocation is an 80/20 match, so the total allocation is \$2,882,598 and the county contribution is \$576,519. The State determines how many FTE will be provided for the Child Welfare Workload. In Phase I (FY15-16), 5 FTE were provided. In Phase II (FY16-17), 0 FTE were provided. In Phase III (FY17-18), 3.75 FTE were provided, and in Phase IV (FY18-19) 5.25 FTE were provided. This is an 90/10 match, so the total allocation was \$828,116 and the county contribution was \$82,000. There is no longer a separate long item for child welfare staffing. This year there are no funds going into this pot but a Joint Budget Committee bill was introduced last week to



address this. The allocation factors for CCAP are: high poverty (counties with >60% of their population eligible for CCAP, parental fee adjustment, floor – 10% >85% expenditures/20% <85% expenditures, and ceiling – 40% >75% expenditures/15% <75% expenditures. The formula is eligible population multiplied by market rates plus mitigating factors. The total allocation was \$6,244,105 and the county contribution was \$639,575. The floor and ceiling ensure the counties do not have wide swings so the program is sustainable. Commissioner Kefalas asked if high poverty applies to Larimer County. Director O’Hayre answered that it does not apply to Larimer County. Commissioner Stephens asked if Larimer County loses funding if it is not used. Director O’Hayre responded that if the funds are not used, it does not carry over into the next year. The County dollars must be put in first before the draw down can be taken. If a County is underspent in CCAP, they can ‘sell’ the remaining funds to other Counties who may be overspent who then pays the County match. Colorado Works/TANF has two allocation factors: 50% expenditure factor (60% basic cash assistance and 40% state diversion expenditures) and 50% demographic factor (25% County’s share of State’s children in poverty, 25% enrollees in Medicaid and CHP+, 25% number of children receiving food assistance, and 25% number of children in deep poverty). The County match is 80/20. Total allocation is \$7,021,099 and the county contribution is \$1,400,000. Commissioner Kefalas asked what is considered ‘deep poverty’ and Human Services will find out to provide a response. County administration total allocation was \$6,686,163 and the county contribution is \$1,337,232. Office on Aging (OOA) award factors are geographic distribution of 60 years of age and older, distribution of older adults at or below the poverty level, and distribution of low-income minority older adults and older adults residing in rural areas. The total award was \$2,722,960 and the county contribution was \$95,225. The administrative compensation for Options for Long-Term Care (OLTC) is based of fee for service per deliverable payment and per member per month (PMPM) reimbursement for ongoing case management. There is a list of deliverable activities that can be billed for and Commissioner Kefalas asked for an example of a deliverable activity. Director O’Hayre informed the commissioners that the deliverables vary, but one example would be direct services to clients. More detailed budgetary information will be provided at next Board of Social Service meeting in August. Commissioner Kefalas requested an update on specific federal block grants related to child welfare at the next meeting.

### **Partnership for Employee Engagement and Retention (PEER)**

[PEER Presentation](#) – Click to view presentation slides

The PEER program was modeled from law enforcement’s Peer to Peer program to ensure staff are supported while dealing with difficult work. A Staff Statement was added to the Human Services Strategic Plan and the values were also revised to align with County Strategic Plan and to reflect what is expected from each role within Human Services. PEER was designed to invest in employees, to look further into employee related training and benefits, to assist in increasing collaboration between divisions, management of day-to-day stresses, and to allow for confidential discussion between peers that assist employees with work struggles. Two main components for the program are the Wayfinder and Full Cup Programs. One area of PEER is ensuring new employees are welcomed and oriented to the entire department during their first two days through a centralized onboarding process. The onboarding process has been automated in collaboration with HR and IT. A two-day hybrid orientation has been created to welcome employees, introduce them to leadership, and orientate new hires to the Strategic Plan of the department. A self-guided learning curriculum called DHS101 has been created to provide general training to the new hires. Through the Wayfinder program, a PEER Navigator is assigned to each new employee for the first year of employment to engage new staff and act as a mentor. Jill Maasch, Community Relations and Public Information Supervisor, was introduced and presented the welcome boxes that are provided to staff. A welcome box is provided to all new staff and has been provided to all current staff. The feedback from staff has been very positive. Through the Full Cup program, PEER Ambassadors have been established to help staff navigate day to day stressors. PEER Ambassadors



have received clinical training and have worked with HR to understand what is available through the County and to provide this information to staff who are needing assistance. Monthly self-care tips are sent, drop-in sessions are available to staff, and a contract with a license psychologist has been created to ensure the Ambassadors' training is up to date and to provide assistance when needed. Incident debriefing is also available with the contracted psychologist. Commissioner Shadduck-McNally asked if there was any follow up to the self-care monthly tips to see if staff were implementing the tips. Director O'Hayre informed the commissioners that the tips are sent out in a variety of different ways and supervisors are encouraged to reach out individually to staff to ensure the tips are being followed. The PEER program will be expanded to also provide greater department employee recognition, staff training (to include supervisor training; diversity, inclusion, and equity; and leadership and facilitation training), a shadow board, resilience alliance groups, and safety trainings. Commissioner Kefalas asked when the PEER program began. Director O'Hayre responded that it began in February of this year. Commissioner Kefalas asked about the evaluation of the program. Director O'Hayre answered that turnover data is watched and qualitative feedback is received through surveys and during bi-monthly question and answer sessions with staff. Commissioner Kefalas asked what the turnover rate is in the Child, Youth and Family Division. Thad Paul, Division Manager of Child, Youth and Family answered that it is 26% for Child Protection Caseworkers. Commissioner Kefalas asked if the PEER program would be shared with other Counties. Director O'Hayre answered that the program will be shared with other Counties through the Director's Association. Commissioner Kefalas asked if there was a role in DHS101 regarding the commissioners. Director's O'Hayre responded that there is a high-level overview provided, and opportunities to include an introduction to the commissioners will be looked into.

### **Social Caseworker Compensation**

Larimer County Human Resources (HR) recently presented data to the commissioners regarding Social Caseworker compensation to ensure it is on par with other counties and industries. In the fall of 2020, HR determined compensation for Social Caseworker, Social Caseworker Managers, and Case Aides needed to be increased. The pay range for those positions was increased by 10% and the actual pay was increased by 5%. These increases were completed in April of 2021. Commissioner Stephens asked what the main reason for turnover was in Human Services. Director O'Hayre answered there is a variety of reasons for turnover, including staff moving out of state, different life events, pay rates, and stress.

### **C-Stat and Department Activity Report**

Deputy Director, Jan James, presented the 1<sup>st</sup> Quarter Department Activity Report and C-Stat numbers.

[County C-Stat Dashboard \(10 Large Counties\)](#) – Click to view dashboard

[County C-Stat Dashboard \(Larimer County\)](#) – Click to view dashboard

[Department Activity Report Q1 2021](#) – Click to view presentation slides

**C-Stat:** The C-State measures are now coming out because of the waivers put into place due to COVID. Many of the measures are still affected by the waivers. The measures will be provided to the commissioners monthly. Director O'Hayre asked if the commissioners would like the C-Stat measures to be an ongoing Board of Social Services item once the waivers end and once there is stabilization from the pandemic. The commissioners said that would be fine.

**Children, Youth, and Family (CYF):** In Q1, a total of 1,892 referrals were received and 851 were screened in for assessment. 563 were screened in or the Family Assessment Response (FAR) track. The numbers increased from Q4 of 2020 and is consistent with the referral volume. There are currently 799 Child Protection cases. The caseload numbers dropped from the previous quarter and is consistent with the



referral volume. For Child Protection Placements in Larimer County, 73.8% are in-home placements and 26.2% were out-of-home (OOH) placements. Of the 26.2% of OOH placements, 89.4% were in a family like setting, 8.6% were in congregate care, and the remainder were in independent living, trial home visits, or deemed as runaways. There were 334 family meetings were held in Q1. 1,315 participants were family members and 1,464 community participants were involved in the meetings.

**Adult and Aging Services (AAS):** In Q1, 470 referrals were received for adults and 83 referrals were assigned for assessment. There are currently 116 Adult Protection cases, which is a decrease from last quarter. The Ombudsman had 423 consults with facilities, 144 open cases, 137 consults with residents/families, and 704 overall contacts. In-person visits were suspended in March 2019 due to visitation restrictions as a result of COVID. All consultations during Q4 of 2020 were held on the phone/virtually. Limited in-person visits were re-implemented in February of 2021. For the Office on Aging, 129 clients were served by in-home services, 24 were served by caregiver respite, and 18 were served by chore. Commissioner Kefalas asked if the family caregiver position was filled Director O'Hayre answered that it was and a contract with a community partner was established. Options for Long-Term Care client counts were 1,350. There was a total of 710 assessments: 473 community-based assessments, 185 assessments in institutions, and 55 program of All-Inclusive Care for the Elderly (PACE).

**Benefits and Community Support (BCS):**

In Q1, the total amount of Food Assistance benefits issued was \$10,716,035 and the total amount of TANF benefits issued were \$821,614. There were 12,687 caseloads for Food Assistance, 1,428 caseloads for financial assistance (OAP, AND, TANF), and 7,058 caseloads for Child Support. The total amount of child support collected was \$4,763,611. Commissioner Kefalas asked if the amount of child support collected for Q1 reflected child support in arrears. Deputy Director James answered that it did include the arrears. Director O'Hayre responded that percentage of collections on arrears has increased over the last year. The Child Care Assistance Program (CCAP) received 125 applications. The average number of children served was 602 and there were zero children on the waitlist.

**Provisions:** In Q1, the community services provided for adult protection was 44, the office on aging services provided was 171, and the Community and Resource Engagement (CARE) services provided was 2,277. The child welfare services provided were 567 for prevention, 1,547 for Youth in Conflict/Child Protection, 133 for freed for adoption, and 30 child protection cases through childcare.

**Other Business**

None.

Commissioner Kefalas requested an update on specific federal block grants related to child welfare at the next meeting.

Next meeting August 9, 2021.

Meeting adjourned.