

# Broome County Department of Social Services Annual Report 2017



**Nancy J. Williams, LCSW-R**  
Commissioner

**Jason T. Garnar**  
County Executive

## Table of Contents:

A Message from Nancy Williams	1
Organizational Chart	3
BC DSS Collaboration with Binghamton City School District Staff Honored for Service	4
Employee of the Month	5
2015 Budget Expenditures	6
End of Year Caseload Reports	7
Program Activities	8
Expenditures by Program	8
Revenues	9
<b>Assistance Programs</b>	10
Temporary Assistance	10
Fair Hearings	12
Medical Assistance (Medicaid)	12
Supplemental Nutrition Assistance Program (SNAP)	14
Expedited Supplemental Nutrition Assistance Program (SNAP)	14
Home Energy Assistance Program	15
Welfare to Work	16
Chemical Dependency Services Unit	17
Temporary Assistance Services Unit	17
<b>Medical Services</b>	18
Disability Review	18
Prenatal Care Assistance Program	18
Managed Care	19
Managed Long Term Care	19
<b>CASA</b>	20
End of Year Caseload Reports	21
<b>Social Services</b>	23
Central Intake & Adult Protective Services	23
Families First	24
Juvenile Services Unit	25
Family Services	26
Day Care	27
Child Protective Services	27
Purchase of Services Programs	28
Broome County Performance Management	31
Broome County Family Violence Prevention Council	32
<b>Support Services</b>	33
Services Systems Unit	33
Welfare Management Systems	33
Master Control	34
<b>Enforcement</b>	35
Legal Unit	35
Child Support Enforcement and Collections	36
<b>Administrative Services</b>	37
Accounting	37
Resource Unit/Third Party	38
Personnel	39
Operations Management	39
<b>Central Administration</b>	40
Staff Development	40
Volunteer Services	41
Grants	42

## Our Vision:

To be an organization which promotes self-sufficiency and assures the protection of vulnerable individuals. We strive to have an organization which values the needs of our customers, the contribution of our staff and the participation of our community. This vision shall be achieved through a culture which encourages continuous improvement.

## Organizational Values:

### 1. Professionalism

Applying the highest standards of ethics and practice in the performance of one's duties.

### 2. Doing What is Right

Within organizational parameters, and based on facts, to make decisions and to act in accordance with the values and the vision of the department.

### 3. Taking Responsibility

The acceptance and ownership of the consequences of one's decisions and actions.

### 4. Results Oriented

To identify desired outcomes and work toward achieving those outcomes in an efficient manner.

### 5. Team Oriented

Working with others to promote an environment of "collective" ownership of organizational outcomes.

### 6. Enthusiasm

Being positively energized and motivated while working toward one's full potential.

### 7. Innovation

To explore and develop new ideas and products that improve individual and organizational performance.

### 8. Acceptance of Risk

Understanding that progress and change involves some degree of uncertainty.

### 9. Quality

To continuously achieve excellence of both process and product.

### 10. Continuous Growth

Taking responsibility to seek and utilize opportunities that support individual and organizational development.



## A Message from Commissioner, Nancy J. Williams, LCSW-R



This is my inaugural message as the Broome County Commissioner of Social Services. I began as Commissioner in October, 2017. I am honored and feel it is a privilege to serve in this capacity. My vision for this role is to ensure that all residents in Broome County have access to the resources necessary to thrive as an integrated member of our community.

Since beginning in October, I have been very impressed with how the provision of services aligns with the expressed Vision of the Department:

*To be an organization which promotes self-sufficiency and assures the protection of vulnerable individuals. We strive to have an organization which values the needs of our customers, the contribution of our staff and the participation of our community. This vision shall be achieved through a culture which encourages continuous improvement.*

In 2017, Broome County Department of Social Services began new initiatives, grew existing programs, and aided thousands of County residents. One new initiative that began in 2017 involved a collaboration with the Binghamton City School District. The Family Liaison School Program (FLSP) started in the Fall of 2017 and placed DSS caseworkers into seven elementary schools in the City of Binghamton. The Family Liaisons provide support to students and their families to help mitigate risk factors by acting as a resource for school personnel and parents/guardians. This model has been so successful, that there are plans underway to expand to other school districts in Broome County.

Broome County DSS hosted a VITA (Volunteer Income Tax Assistance) site again in 2017. The program assisted with completing 1516 tax returns. DSS volunteers completed 771 of those returns.

Being the primary advocate for vulnerable children and adults is the central role of the Services Division of DSS. During 2017, Adult Protective and Child Protective Services received 4848 referrals. This is an increase from 2016. The Family Services Unit, who work with families with children in (or at risk of) foster care placement, also saw an increase in the number of children in all levels of care. This is a focus area for 2018 and programs and new partnerships are being developed with the Office of Children and Family Services to improve the permanency rates for these children.

The Day Care Unit saw an increase in the number of children enrolled in 2017. Day Care was provided to 1409 children of parents who are either recipients of Temporary Assistance, involved in an employment program, receiving preventative services or low income families transitioning from Temporary Assistance to employment.

Families First, a strengths based, family focused approach to working with families at risk for having their children placed in care, achieved a 96% rate for preventing placement for the families they served in 2017 (168 out of 175 children). The Juvenile Services Unit demonstrated success as well in 2017. Of the 97 assigned PINS cases, 83 were withdrawn or diverted from advancing to Family Court.

Assistance Programs at DSS served 42,389 residents across nine programs in 2017. Of note is the continued reduction in caseloads and applications for Medicaid due to the expansion of the Affordable Care Act which resulted in certain individuals being able to apply for benefits through the Marketplace. In addition, as a Mandatory Medicaid Managed Care County, Broome County demonstrated success in transitioning Medicaid recipients from Fee for Service Medicaid to Medicaid Managed Care. In addition, in 2017, we saw a decrease in the Temporary Assistance caseload. However, there was an increase in the number of applications for Supplemental Nutritional Assistance Program (SNAP), formerly known as Food Stamps.

During 2017, 812 recipients became successfully employed through the efforts of the Welfare to Work program. This program provided employability assessments and planning, job readiness training, WORKFARE/Community Work Experience, job search, and job development.

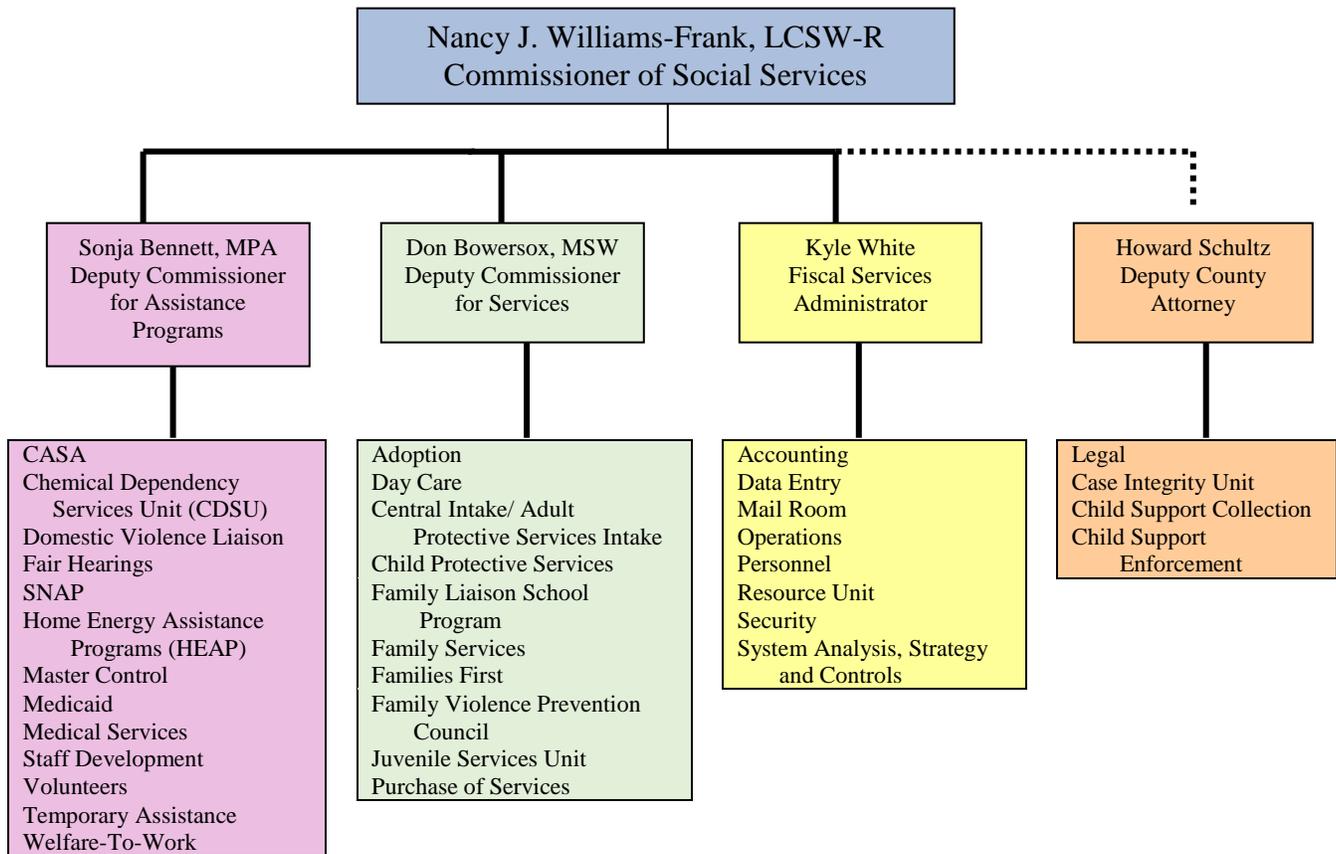
The DSS Legal Unit recovered over 3 million dollars in Child Support and Lien Recoveries in 2017. In addition, in collaboration with the Services Unit, they were successful in 41 Foster Care Children successfully freed for adoption.

DSS Staff Development provided more training in 2017 than in 2016. In addition, the Lean Six Sigma processes and tools that were implemented in 2016 continued to demonstrate good outcomes. By streamlining processes and reducing steps, a savings of \$70,636 was realized by the Department.

Behind the scenes, the Accounting, Personnel and Operations Management Teams provided overall support functions to all divisions in 2017. They ensured that the Department had the financial resources to run the programs, receive and send documents and were provided with a safe and comfortable environment for staff and clients.

Although challenges are inevitable, I am confident that Broome County Department of Social Services is well equipped to meet these challenges. I look forward to working together with all the divisions as we continue to realize the mission of the department.

# Organizational Chart



Pictured: Deputy County Attorney, Howard Schultz; Fiscal Services Administrator, Kyle White; Commissioner, Nancy Williams; Deputy Commissioner, Donald Bowersox and Deputy Commissioner, Sonja Bennett

## **Broome County Department of Social Services Collaboration with Binghamton City School District Creates New Program**

The Family Liaison School Program (FLSP) is a collaborative effort between Binghamton City School District and Broome County Department of Social Services to provide some additional supports and services for children and their families. The Family Liaison School Program began in the Fall of 2017. This innovative program places DSS caseworkers – working from a strength-based, family-focused perspective - in Binghamton’s seven elementary schools. The FLSP was developed to attempt to address issues the District identified that have resulted in high absenteeism rates and disciplinary reports for their student body. Among the factors thought to be contributing to these issues are housing instability, unstable family dynamics (often complicated by mental health and substance use issues), and lack of parental resources and supports.

The program builds on each family’s strengths to help ensure that children have a stable and safe living environment and are able to participate fully in school and educational activities. The caseworkers, who are referred to as Family Liaisons, provide support to the children both in the school environment and in their homes. In school, the Family Liaisons not only provide additional supports for the children, but also serve as a resource for school staff regarding additional community services that may be available to assist the children and their families. The Family Liaison also works with the children and their families in their homes. The Family Liaisons help families access needed services, and provide information, instruction and support to families as they learn to set realistic expectations, establish consistent routines, implement positive discipline techniques and develop healthy interpersonal and conflict resolution skills.

## Staff Honored for Service:

The following employees received citations from the Broome County Executive commending them for their years of service to the County.

### 5 years

Brandon Clark  
Desirae Humphrey  
Emily Williams  
Sandra Zeise  
Bonnie Ayers  
Stephen Hill  
Susan Schmidt  
Karen Warwick  
Andrew Battaglini  
Nicole Risalek  
Kristin Davis  
Robert Zetzsche

### 10 years

Nancy Combs  
Mark Bice  
Nancy Hyatt  
Ilona Stungurys  
Marc Day  
Jennifer Evans  
KellyAnn DePhillip  
Adrienne Irons  
Hollie Ames  
David Smith  
Laureen Covert  
Donna Schwartz

### 15 years

Viola McKimmy  
Rene Williams

### 20 years

Rene Belveg  
Kuredin Eytina  
Michelle Schmidt  
Kelly Brady  
Debora Dino  
Jacqueline Goughary  
Barbara Barry  
Thomas Coulson  
Paul Espinal

### 25 years

Jeannie Houghtalen  
Denise Klein  
Jeffrey Doren  
Jude Tropa  
Amy Friends  
Dianna Harden

### 30 years

Don Bowersox



# Employee of the Month



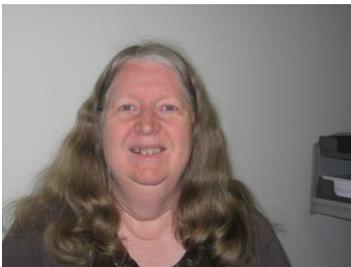
**January 2017**  
Traci Ziegenhagen



**February 2017**  
Tena Baxter



**March 2017**  
Mike Partenza



**April 2017**  
Mary Steen



**May 2017**  
Deborah Eaton



**June 2017**  
Lyn Skiba



**July 2017**  
Denise Cooper



**August 2017**  
Donna Bobier



**September 2017**  
Kate Canner



**October 2017**  
Amy Geling



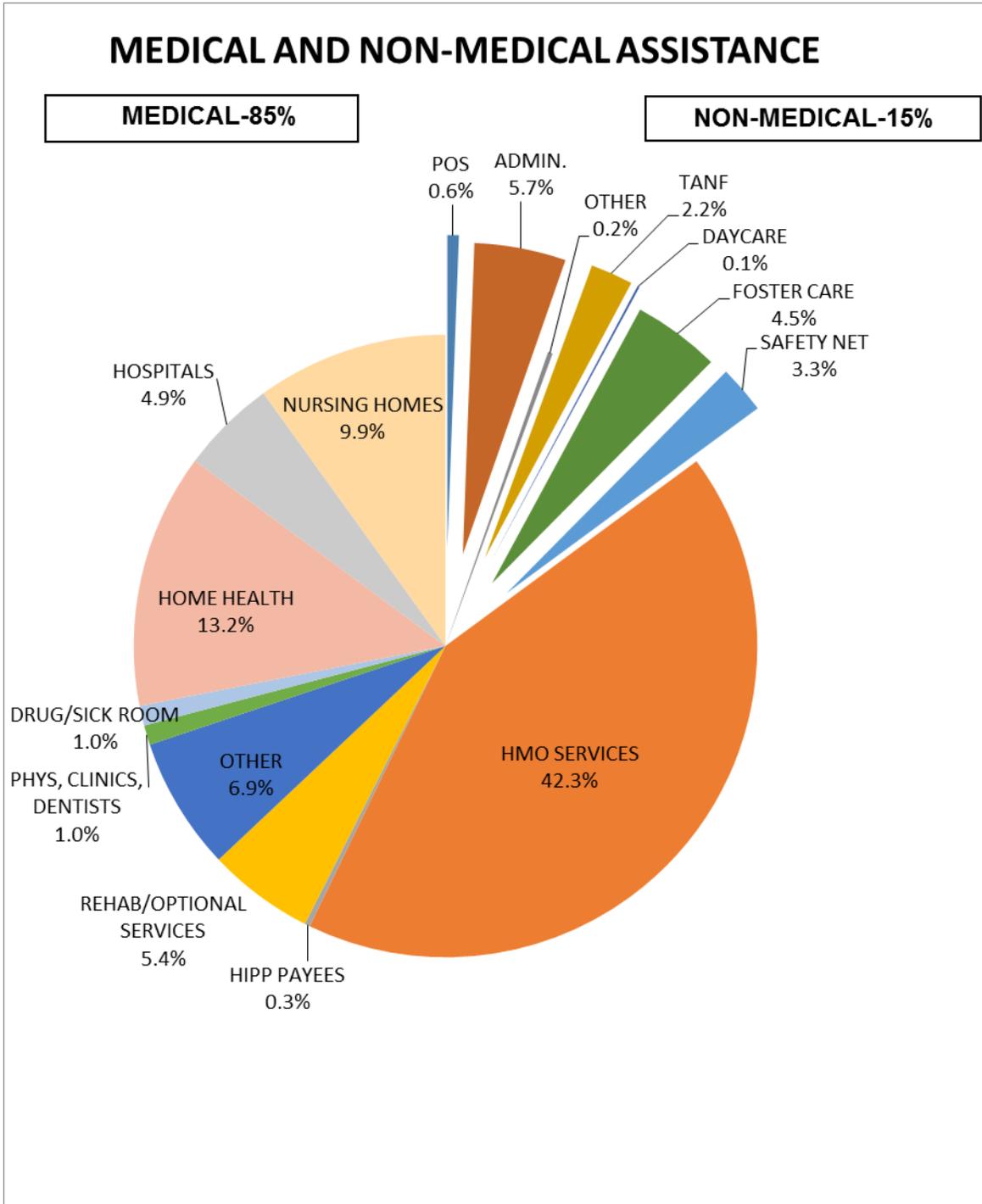
**November 2017**  
Cynthia Cortright



**December 2017**  
Nicole Dutcher

## 2017 BUDGET EXPENDITURES

How \$ 497,005,664 (Federal, State and Local Shares) was spent for Department Programs in 2017



# EXPENDITURES BY PROGRAM

## **BROOME COUNTY DEPARTMENT OF SOCIAL SERVICES END OF YEAR CASELOAD REPORT Caseload on December 31<sup>st</sup>**

	<b>2016</b>	<b>2017</b>
TANF	1,460	1,354
SAFETY NET	1,929	1,702
MA & MA SSI & MAFC, NH, FHPlus	21,959	21,654
SNAP (formerly Food Stamps)	16,785	16,654
NURSING HOMES	1,025	1,025
PSA CASES	258	597*
CHILDREN IN FOSTER CARE	247	259
CHILDREN IN DAY CARE	1,407	1,386

\*This reflects a modification in terms of how calls to the APS Intake Line are documented in ASAP to better comply with NYS regulations.

## **PROGRAM ACTIVITIES Cumulative for year**

	<b>2016</b>	<b>2017</b>
REPORTS OF ABUSE AND NEGLECT	4,144	4,284
MANAGED CARE ENROLLMENT	32,840	22,448
ENTRIES TO EMPLOYMENT	835	812
SANCTIONS	957	848

## EXPENDITURES BY PROGRAM

<b>PROGRAMS</b>	<b>2016</b>	<b>2017</b>
Medical Assistance Program	\$37,140,387	\$37,104,509
Temporary Aid to Needy Families	\$11,434,974	\$10,934,758
Administration	\$24,102,048	\$23,595,635
Foster Care	\$20,303,943	\$21,436,437
Safety Net	\$12,869,668	\$12,328,926
Purchase of Services	\$3,097,162	\$2,936,794
TANF Day Care	\$560,919	\$536,332
Burials	\$330,404	\$362,783
Emergency Aid to Adults	\$ 261,722	\$255,145
RepPayee/PSA	\$569,560	\$589,310
Non-Secure Detention	\$1,097,717	\$1,025,854
<b>Totals</b>	<b>\$111,768,505</b>	<b>\$111,106,483</b>

## REVENUES

	<b>2016</b>	<b>2017</b>
Repayments	\$3,341,518	\$4,294,890
Revenues – Federal/State	\$50,018,443	\$48,758,484
Net Cost to County	\$58,408,544	\$58,053,109

# Assistance Programs

The Assistance Programs Division is responsible for the administration of the benefits programs. These include Temporary Assistance, Medicaid, SNAP (formerly known as Food Stamps) and the Home Energy Assistance Program. The division also includes the Welfare-to-Work Unit.

The goal of the Assistance Programs is to determine eligibility for the various benefit programs to perform the following:

1. Assist clients in achieving self-support and self-sufficiency;
2. Provide accessible and responsive services to recipients; and
3. Provide the most efficient service possible while maintaining high standards of effectiveness.

## TEMPORARY ASSISTANCE

Temporary Assistance is the cash component of the Assistance Programs. Consumers receive a cash benefit either paid to them or to a vendor to pay for specific household needs. Household composition, resource and income levels will affect the amount of the shelter, heat, utility and other payments made for eligible families and individuals.

Temporary Assistance Caseload (as of 12/31):

	<b>2016</b>	<b>2017</b>
All Categories	3,391	3,059

Applications: Family Assistance, Safety Net and Emergency Programs:

	<b>2016</b>	<b>2017</b>
Received:	13,683	13,763
Approved:	4,755	4,825
Denied and Withdrawn:	5,738	6,159
Other (open/close, reopened, reactivated):	3,190	3,938



Income Maintenance Activity:

	<b>2016</b>	<b>2017</b>
Walk-ins	1,617	1,982
Recertifications	3,623	3,254
Cases Closed	6,061	5,116
Case Changes	30,983	25,450
Front Desk Contacts	173,066	172,109



## FAIR HEARINGS

Fair Hearings is the process applicants and recipients have to review Agency decisions made on their application for Assistance Programs. The Fair Hearing Specialist is responsible to represent the Agency in this administrative process.

Fair Hearings Activity:

<b>Fair Hearings</b>	<b>2016</b>	<b>2017</b>
Called	806	868
Held	266	273
Affirmed	237	187
Reversed	29	55
Decision correct when made (New information provided)	58	31
Withdrawn	34	163
Defaults	566	450

## MEDICAL ASSISTANCE (MEDICAID)

Medicaid is the program that enables indigent individuals in our community to obtain necessary medical care, services and supplies by assisting them with the payment for such services.

The NYS Department of Health began the Takeover of Administration of the Medicaid program in 2011. Also, occurring simultaneously is the implementation of the Affordable Care Act which includes an increase in the income level for Medicaid eligibility to 138% of the federal poverty level.

In addition to the increase in income levels, the New York State of Health Marketplace was opened back in October of 2013. This year was the first time we have seen a decrease in caseloads and applications due to certain individuals being able to apply through the Marketplace for Medicaid coverage.

<b>Caseload (as of 12/31)</b>	<b>2016</b>	<b>2017</b>
MA Only	21,947	14,384
MA-SSI	7,213	7,270
TOTAL	29,160	21,654

<b>Applications- MA only and MA SSI</b>	<b>2016</b>	<b>2017</b>
Received	6,220	4,170
Approved/Reopened*	7,942	3,132

\* includes cases opened by the state for Buy-In and Medicare Savings Program

\*MA-SSI automatic system openings are included. No application is received.



## SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)

SNAP (formerly Food Stamps) is a federally funded program administered by the Department of Social Services for the United States Department of Agriculture. The goal of the program is to provide a higher level of nutrition to income eligible individuals and families by enhancing their ability to purchase food.

Eligibility for the program is determined by financial criteria. Those found to be eligible receive an electronic benefit card, which is scanned in any of 29 locations (grocery stores) in Broome County.

<b>Caseload (as of 12/31)</b>	<b>2016</b>	<b>2017</b>
Temporary Assistance SNAP	2,123	2,500
SNAP Only (Non-Temporary Assistance households)	14,662	14,157
TOTALS:	16,785	16,657

<b>Applications (NPA)</b>	<b>2016</b>	<b>2017</b>
Received	8,822	8,872
Approved/Opened	4,349	4,835

## Expedited Supplemental Nutrition Assistance Program (SNAP)

The Expedited SNAP program issues SNAP benefits to needy persons on an emergency basis. This includes, for example, people who have terminated income, or pending income.

Identification is required of all applicants. Any income received within the month of application, together with liquid resources, is budgeted against amounts to determine eligibility. Interviews are conducted on an immediate basis so those eligible clients may receive their SNAP benefit within 5 calendar days.

2,153 approvals (45%) of NPA SNAP openings were eligible for expedited issuance.

**HOME ENERGY ASSISTANCE PROGRAM (HEAP)**

HEAP provides energy assistance to low income households through payments to those households' fuel and/or utility suppliers. The program also provides emergency assistance for repair or replacement of essential heating equipment and in fuel emergency situations. The program includes a twenty-four-hour hotline from October through April of each year to ensure that county residents have recourse in the event of an emergency situation when the Department is not open.

The Broome County Social Services HEAP unit is responsible for the processing of all HEAP applications, including those received from the Office for the Aging. OFA serves the over-60 and disabled population in Broome County.

The 2016-2017 administrative allocation for Broome County totaled \$422,896. Beginning in 2007-2008 the payments were sent from Albany (OSC) directly to the vendors. Therefore, it was no longer necessary to give the local districts an allocation for Emergency, Non-public assistance and Public assistance payments (\*). The Allocation is for Administrative costs only. HEAP is 100% Federal funding.

The State provided a supplemental benefit in the 2015-2016 HEAP year.

	<b>2015-2016</b>	<b>2016-2017</b>
Administrative Allocation	\$423,819	\$422,896
Total County Allocation	\$423,819	\$422,896

	<b>2015-2016</b>	<b>2016-2017</b>
Public Assistance /SNAP Households	13,053	14,050
Non-Public Assistance Households	3,477	3,334
Emergency Payments	2,105	2,037
Furnace Repair/Replacement	38	88



## WELFARE-TO-WORK

The Welfare-to-Work Unit (WTW) consists of the Safety Net Division (located at the Main Street Department of Social Services) and the Welfare to Work Family Assistance Division (located at the Broome Employment Center). These offices offer a variety of programs and services to public assistance and food stamp recipients to help them gain and retain employment and become self-sufficient.

These programs and services include employability assessment and planning, job readiness training, WORKFARE/Community Work Experience, job search, and job development, placement and retention. Other activities include the Transitional Employment Advancement Program (TEAP) and On-The-Job Training (OJT) programs, SNAP Employment and Training (SNAP E&T), and the Disabled Client Assistance Program.

### 2017 Welfare-to-Work Unit Highlights:

<b>TANF/Safety Net Non-Compliance</b>	<b>2016</b>	<b>2017</b>
Non Compliance Sanctions	957	848
Welfare Grant Savings	\$397,582	\$277,343

<b>TANF/Safety Net Recipients</b>	<b>2016</b>	<b>2017</b>
Entries to Employment	835	812
Welfare Grant Savings	\$1,404,486	\$1,376,470

	<b>2016</b>	<b>2017</b>
Total Grant Savings <i>(Entries to Employment and Sanctions)</i>	\$1,802,068	\$1,774,052

<b>Welfare to Work Caseload (mthly avg)</b>	<b>2016</b>	<b>2017</b>
TANF	1,119	914
TANF exempt*	617 (52%)	577 (63%)
Safety Net	1,424	1,344
SN exempt*	1120 (79%)	1091 (81%)
<b>Total caseload</b>	<b>2,623</b>	<b>2,258</b>
<b>Total exempt*</b>	<b>66%</b>	<b>74%</b>

\*exempt status – not capable of engaging in work activity as confirmed by medical documentation

## CHEMICAL DEPENDENCY SERVICES UNIT

The Chemical Dependency Services Unit (CDSU) provides brief chemical dependency assessments for individuals referred by the Department of Social Services. Upon completing the brief assessment; if substance abuse is indicated, and/or if an individual has a probation or parole mandate for a chemical dependency evaluation, CDSU will refer the individual to the appropriate local OASAS licensed agency for an evaluation and recommendations. CDSU also monitors the individual's progress throughout the course of their treatment.

### 2017 CDSU highlights

<b>CDSU (mthly avg)</b>	<b>TANF</b>	<b>Safety Net</b>
Assessments	10	58
Case Management Cases	13	307

## TEMPORARY ASSISTANCE SERVICES SCREENING UNIT

The Temporary Assistance Services Unit is comprised of staff that performs a variety of services, which are either mandated or supportive of the Agency goals and responsibilities. The Unit is responsible to assist Temporary Assistance applicants faced with crisis situations, most often homelessness and lack of adequate heat, but can also include transportation, domestic violence and youth services issues.

<b>Emergency Assistance and Crisis Management</b>	<b>2016</b>	<b>2017</b>
Number of cases screened	4,135	4,144
Number of cases approved for emergency assistance (housing issues/fuel/utility shutoffs)	3,349	3,596

## Medical Services

The Medical Services Unit monitors service provision in Personal Care Services, nursing home and other long term care programs. Services to nursing home and hospital patients include monitoring levels of care, informing patients of their rights, and insuring appropriateness of care requested.

	2016	2017
*Personal Care Service hours	119,154	111,415
Cost of Service	\$2,182,256	\$1,917,944
Adult Foster Care Clients	34	41
Care at Home Clients (as of 12/31)	15	16

\* These figures do not include Medicaid Personal Care authorized by the Long-Term Home Health Care Program Agencies.

### DISABILITY REVIEW

Medicaid Aid to Disabled is a special program to maximize federal reimbursement through the use of the Aid to Disabled category in Medicaid that assists the NYS Department of Health in demonstrating cost neutrality for the 1115 Managed Care Waiver.

	2016	2017
Cases reviewed for Aid to Disabled Category	25	108
Cases eligible for Aid to Disabled Category	27	74
Cases reviewed for SSI/SSD	1,202	1,495
Cases approved for SSI/SSD	268	278

### PRENATAL CARE ASSISTANCE PROGRAM (PCAP)

The Prenatal Care Assistance Program (PCAP), funded by New York State, enables pregnant women with limited financial resources or health insurance to receive prenatal care. The Designated Pregnancy Worker in DSS serves as a contact person for pregnant women, PCAP sites, Medicaid, Public Assistance and Services.

	2016	2017
PCAP Cases	311	345
PCAP Eligibility Determinations	339	357

## MANAGED CARE

Broome County Social Services is a Mandatory Medicaid Managed Care County. In 2010 Governor Cuomo signed Executive Order #5 which created the Medicaid Redesign Team (MRT) in January 2011. The MRT is aimed at redesigning New York's outsized Medicaid program. One overarching theme of the redesign team proposals is to move all Medicaid recipients from Fee for Service reimbursement to Managed Care. If recipients do not select a managed care plan, the State assigns one for the recipient. Each mandatory Social Service district is to maintain a minimum 20% auto-assign rate. Due to successful education and outreach efforts by the Medical Services staff, Broome DSS maintained an average auto-assignment rate of <2%.

<b>Plan</b>	<b>2016 Year to Date Enrollment</b>	<b>2017 Year to Date Enrollment</b>
CDPHP	325	307
Fidelis	5,986	4,030
Excensus	22,926	15,186
UHC	853	659
TOTAL	30,090	22,448

## MANAGED LONG TERM CARE

Broome County Social Services is a Mandatory Medicaid Managed Care County. In 2010 Governor Cuomo signed Executive Order #5 which created the Medicaid Redesign Team (MRT) in January 2011. The next phase was NY State's Medicaid Redesign Initiative (MRT#90) to which is to transition Dual Eligible individuals, age 21 and over, requiring more than 120 days of community based long term care services (CBLTCS) to Managed Long Term Care Plans (MLTCP). CBLTCS are defined as: Home Health Care, Personal Care Services, Adult Day Health Care, Consumer Directed Personal Assistance Program, and Private Duty Nursing. This went into effect in Broome County October 1<sup>st</sup>, 2014.

<b>Plan</b>	<b>2016 Year to Date Enrollment</b>	<b>2017 Year to Date Enrollment</b>
Fidelis Care at Home	291	283
United Health Care PA	166	232
I Circle	56	94
VNA Homecare	46	111
TOTALS	559	723

# CASA

CASA, a division of the Department of Social Services, can complete nursing assessments to help guide clients through New York State Medicaid Programs.

CASA assessments can help to prevent a crisis by matching needs to programs and services and putting together short term plans with long term options. Long term care options may include a Level of Care assessment and/or one or more of the following Medicaid programs; Personal Care Aide services, Shared Aide services, Consumer Directed Personal Assistance services and Private Duty Nursing services. Individuals may need just a little assistance to maintain their independence in their residence. CASA nurses may also assess clients for alternative living options, such as a Foster Family Care Home or Nursing Home Placement. Whatever the need CASA will respond with suggestions and recommendations, giving the client and their family the information they need to make the best decision on the appropriate level of care.

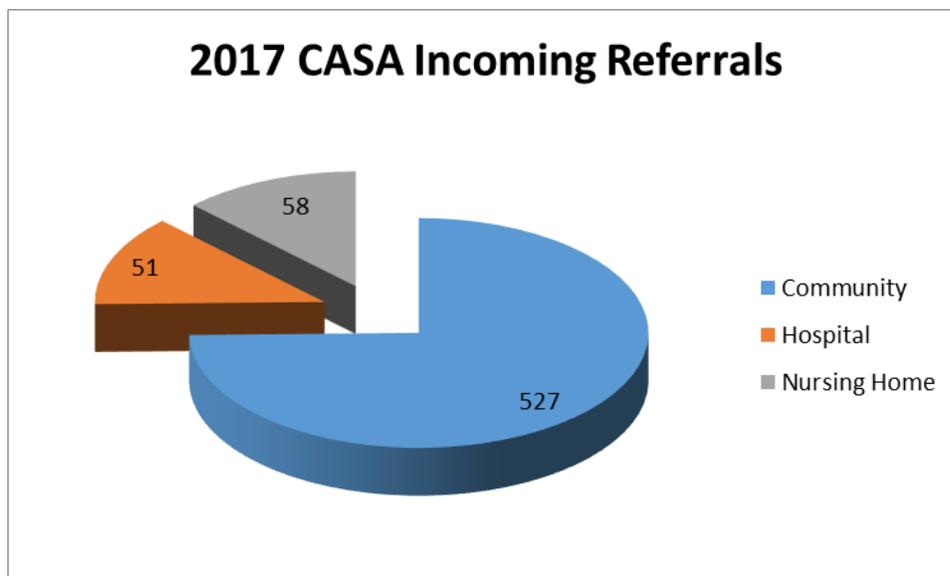
As the Medicaid Redesign Team initiatives continue, most of the PCA and CDPAP Level II clients have transitioned to a Managed Long Term Care Program. CASA nurses continue to case manage Level I clients as well as the PCA/CDPAP services for clients enrolled in one of the Medicaid Waiver programs.

CASA remains an experienced, trusted presence in Broome County. They complete the UAS-NY assessments for their clients as required, the annual assessments for the Nursing Home Transition & Diversion (NHTD) & Traumatic Brain Injury (TBI) waiver programs and assessments for the Care at Home (CAH) waiver program. CASA nurses are certified to complete the PRI and Screen for Nursing Home Placement. We assist our clients as they are discharged from hospitals and nursing homes. Years of nursing experience are a part of every CASA home visit and assessment.



## 2016 CASA End-of-Year Caseload Report

	<b>2016</b>	<b>2017</b>
Traditional Personal Care Program	92	77
Shared Aide Program	60	45
Consumer Directed Personal Aide Program	105	100
Foster Family Care	31	40
Nursing Home to Community Program	10	1
Nursing Home Placement Program	0	0
Nursing Home Transition Diversion Waiver	2	4
Adult Day Care - Medical	2	0
Care at Home Program	18	16
Private Duty Nursing Program	17	18
Home Community Based Waiver Program	69	85
Traumatic Brain Injury Program	3	5
CASA Case Management Only	107	72



**2017 - CASA Clients Transitioned to  
MLTC**

<b>MLTC Agency Name</b>	<b>Client Numbers</b>
Fidelis	5
I-Circle	3
United Health Care	5
VNA	2
<b>TOTAL</b>	<b>15</b>

PCA	4
Shared Aide	5
CDPAP	6
<b>TOTAL</b>	<b>15</b>

**2017 - CASA Clients Transitioned to  
MCO**

<b>MCO Agency Name</b>	<b>Client Numbers</b>
Excellus	0
Fidelis	0
<b>TOTAL</b>	<b>0</b>
PCA	0
Shared Aide	0
CDPAP	0
<b>TOTAL</b>	<b>0</b>

**Broome County CASA 2017 Visits Made by Staff**

Initial Visits	469
Reassessment Visits	747
Annual Visits	16
Community Follow-up Visits	14
Hospital Follow-up Visits	17
Nursing Home Follow-up Visits	0
<b>Total</b>	<b>1,263</b>

# Social Services

## CENTRAL INTAKE AND ADULT PROTECTIVE SERVICES

Referrals to Central Intake are accepted when a child or children are identified as being at immediate or imminent risk of placement in foster care. Caseworkers from Central Intake will assess the household and the risk of placement. If eligible for Mandated Preventive Services, caseworkers will make referrals to programs provided by contract agencies.

Referrals to Adults Protective Services are accepted for adults who are in danger of harm through their own actions or the actions of others, and who have no one willing and able to help them responsibly. Caseworkers from Adult Protective Services assess the adult’s situation and provide assistance and referral for services provided by community based agencies or contract agencies.

### Services and accomplishments in 2017 included:

- Answered 2,195 Intake line calls
- Received and logged in 564 Adult Protective Service referrals
- Assigned 181 referrals for Assessments
- Assigned 119 Central Intake calls (56 CI Preventive referrals, 4 ICPCs, 57 Home Study investigations and 2 Runaway Homeless Youth referrals).
- Broome County filed two guardianship petitions. Both of the petitions were accepted.
- Broome County DSS Commissioner was appointed guardian for 11 new individuals
- The Broome County DSS Commissioner served as guardian for 34 individuals.
- In addition to the Intake Line calls the APS/CI Unit received and made 5,807 phone calls, reviewed 7,615 records and participated in 1010 case consultations.

	2016	2017
Central Intake Referrals Assigned	93	119

	2016	2017
PSA Referrals	233	564
PSA Intake		
Adult Abuse	32	31
Self-Neglect	67	133
Chronic MI Untreated	79	151
Guardianships	30	34

## FAMILIES FIRST

The Families First program offers a strength-based, family focused approach to providing support and assistance to families that are at risk of having their children placed outside of the home. In-home therapists work intensively with the family (minimally 2-3 times per week) providing a myriad of concrete and support services in an effort to help them resolve the presenting crisis and make positive changes, and to help parents establish a safe and nurturing environment for their children. The program is available 24 hours a day, seven days a week.

### **Services and accomplishments in 2017 included:**

- Served 72 families including 175 children at risk of placement
- Provided one 8-week modules of *Strength Based Parenting* classes graduating 9 individuals
- Provided two 8-week modules of *Anger Management for Parents* classes graduating 7 individuals
- Achieved a Satisfaction rating of 100% from families enrolled in the program (based on 38 completed surveys)
- Achieved a 96% prevention of placement rate for families served in 2017 (168 of 175 children).\*
- Achieved an overall prevention of placement rate of 96% for families based on follow-ups at 3-month, 6-month, and 12-month and 24-month post closure. (329/343).

\* The seven children placed includes a sibling group of five that were placed less than 2 weeks after the case was opened.

	2016	2017
Number of Families Served	71	72



## JUVENILE SERVICES UNIT

The Person In Need of Supervision (PINS) Diversion Services strive to divert PINS cases from Family Court and subsequent DSS custody and placement in a group home or institutional care. A parent, school, agency (such as DSS) or police may file a complaint. PINS Diversion Services include, an intake conference, assessment, referrals to services, home and school visits, and communication and collaboration with parents, schools and providers.

Broome County Probation had provided this service until December 1, 2014 when it was transferred back to DSS to operate.

### **Services and accomplishments in 2017 included:**

- There were **272** calls from individuals interested in obtaining information pertaining to PINS Diversion eligibility and services.
- **195** PINS Diversion complaints were received including: **133** by parents and **62** by schools
- **59** Individuals attended PINS Diversion orientation for parents/guardians.
- **83** Cases were withdrawn or diverted from going to Family Court including: **30** cases diverted/withdrawn prior to the PINS Diversion complaint being opened, AND an additional **53** assigned PINS Diversion cases successfully diverted/ withdrawn from going to Family Court
- **97** PINS Diversion cases were assigned
- **150** children were served in PINS Diversion

	<b>2016</b>	<b>2017</b>
PINS Diversion Referrals	107	97



## FAMILY SERVICES

Family Services units work with families with children in (or at risk of) foster care placement, and children in need of adoptive placement. The primary goal of casework with children is to help the child achieve permanency; or to prevent foster care by addressing problems that place the child at risk of placement.

The following is a 2-year comparison of key activities regarding children who have been placed in foster care:

	<b>2016</b>	<b>2017</b>
Children Placed - all levels of care	136	127
Children discharged - all levels of care	103	121
Children freed for adoption	15	17
Children in pre-adoptive homes	30	7
Adoptions finalized	33	20
Children in foster homes (12/31)	163	164
Children in institutions (12/31)	39	42
Children in group homes (12/31)	24	22
Children in all levels of care	247	259



## DAY CARE

The Day Care Unit offers day care services to recipients of Temporary Assistance and are individuals who are involved in employment or the JOBS program and recipients of Child Protective or Preventive Services as part of a therapeutic service plan for the family. Day Care is also provided to low income working families and recipients who are transitioning from Temporary Assistance to employment.

Caseload (average per month)

	<b>2016</b>	<b>2017</b>
Families Receiving Daycare Services	767	777
Children Receiving Daycare Services	1,390	1,409



## CHILD PROTECTIVE SERVICES

Child Protective Services is responsible for receiving and investigating all reports of child abuse and neglect. In addition, CPS must, when appropriate, provide, arrange for, or monitor the provision of services necessary to ensure and protect the child's welfare and to preserve and stabilize family life whenever possible. When families are unable or unwilling to accept, or use supportive and rehabilitative services, CPS has an obligation to initiate Family Court proceedings to protect the child. CPS must be able to receive and investigate reports on a 24- hour a day, seven-day per week basis. CPS has four basic program areas. These are (1) Intake/Investigation; (2) Undercare Services; (3) Monitoring; and (4) Emergency Coverage. Undercare Services are provided by the local district's Family Service Units.

See the three-year comparison below:

	<b>2015</b>	<b>2016</b>	<b>2017</b>
Abuse Reports	223	200	215
Neglect Reports	3,606	3,944	4,069
<b>TOTAL</b>	<b>3,819</b>	<b>4,144</b>	<b>4,284</b>
Sexual Abuse Reports	194	200	193
New Family Court Petitions	71	94	104
1034 Investigations	407	404	408
Assist Other Counties in SCR Investigations	384	403	430

## **PURCHASE OF SERVICE PROGRAMS**

In order to fulfill its mandate to provide essential services to children and families, the Department purchases services from a number of other community agencies. The purpose of these services is to improve family functioning and to reduce the number of children in out-of-home care. These services are described below.

### **SEXUAL ABUSE TREATMENT**

The Sexual Abuse Treatment Program is a contracted service with the Family and Children's Society. This program provides assessment and treatment services to the victims and families of interfamilial child sexual abuse. The program provides trauma based treatment by certified therapists.

### **THERAPEUTIC AFTER-SCHOOL PROGRAM**

The Therapeutic After-School Program is a contracted service with the Children's Home of Wyoming Conference. The program provides therapeutic after-school services to youth at risk of out of home placement. The program operates on all school attendance days during the school year, 5 days per week, except for legal holidays and a two-week interruption during the summer months. TASP provides the children with transportation and dinner to maximize their time in program.

### **FUNCTIONAL FAMILY THERAPY**

Functional Family Therapy (FFT) is an empirically grounded, well-documented and highly successful family intervention program for dysfunctional youth provided by Catholic Charities of Broome County. The target population is at-risk youth with very serious problems such as conduct disorder, violent acting-out and substance abuse. While FFT targets youths aged 11-18, younger siblings of referred adolescents often become part of the intervention process. Intervention ranges from, on average, 8-12 one-hour sessions for mild cases and up to 30 sessions of direct service for more difficult situations. This is a home-based model.

### **COORDINATED CHILDREN'S SERVICE INITIATIVE**

The Coordinated Children's Service Initiative (CCSI) is an interagency initiative that supports the county in creating systems of care that respond promptly to the needs of children at risk of out-of-home care, their families and their community. The program is child centered, family focused, strength based, culturally competent and flexible enough to meet the unique needs of children and their families. CCSI incorporates three major components into its process: Parent Partners, the wraparound process, and parent support groups.

### **NON-RESIDENTIAL SERVICES FOR VICTIMS OF DOMESTIC VIOLENCE**

This service provides information, referrals, advocacy, counseling, education and outreach services and a twenty-four hour hotline for victims of domestic violence. The program provides help with public entitlement programs, relocation and budgeting assistance, and some assistance with household furnishings.

### **CHILD ADVOCACY CENTER (CAC)**

This program provides coordination of services: victim advocacy, crisis intervention and case management for child abuse/neglect victims and the non-offending family members. The program also educates local agencies and providers in the awareness and identification of child sexual abuse. The CAC referral process permits sharing of appropriate information regarding the disclosure, eliminating the need for the medical practitioner to conduct an added interview, and reducing further trauma to the child. Broome County is one of the few in the state to have readily accessible medical specialists for cases of child sexual abuse.

## **ELDER ABUSE OUTREACH**

The Elder Abuse Outreach program enhances the potential for case-finding and successful intervention. It identifies older adults with impairments that decrease their capacity for self-care and self determination and who are unable to meet their essential needs for food, clothing, shelter, medical care or to protect themselves from abuse, neglect or exploitation, and have no one available who is willing and able to assist them in a responsible manner. Office of Aging (OFA) provides case assistance but refers to Protective Services for Adults (PSA) when appropriate.

## **LOURDES HOME VISITING**

This program provides Family Services Advocates and Fatherhood Advocates who work with families from pregnancy until the child reaches the age of five. They work with the parents to enhance the parent-child relationship, to enhance healthy childhood growth and development and to develop strong family support systems.

## **SOS DOMESTIC VIOLENCE/CHILD ABUSE PROGRAM**

A part time Family Services Worker from the SOS Shelter works with Child Protective Caseworkers to provide families affected by domestic violence information about relevant services and options.

## **CHILDREN'S HOME PREVENTIVE SERVICES (CHPS)**

The Children's Home (of Wyoming Conference) Preventive Services provides family focused child-centered Preventive services to families of children at risk of foster care placement due to abuse or neglect. Intensive and comprehensive services are provided to improve parent-child interaction, promote self sufficiency and preserve the family unit.

## **SHARING HOPE AND INSPIRING NEW ENERGY (SHINE)**

Sharing Hope and Inspiring New Energy is a program provided by Catholic Charities of Broome County. SHINE provides intensive case managers to work with families that have youth in the PINS/JD system. The focus is to prevent detention and foster care placements, decrease the length of stay for youth that are placed out of their home, and prevent higher levels of placement.

## **DETENTION ALTERNATIVE AFTERSCHOOL PROGRAM (DASP)**

The program is an intensive afterschool program that works with PINS & JD's who have either had an initial appearance before Family Court or been adjudicated. The program is designed to give the Courts an alternative to detention placement. The program is one of our many services aimed at juvenile justice reform.

## **CATHOLIC CHARITIES PROTECTIVE SERVICES FOR ADULTS PROGRAM**

The program provides adult protective under care services to approximately 200 clients that have been determined eligible for protective services. These individuals also require representative payee services. This program includes a Financial Management Only (FMO) for adults who don't require under care services but do need to have a representative payee. The FMO program serves approximately 175 clients.

## **MENTAL HEALTH JUVENILE JUSTICE (MHJJ)**

This program, run by Lourdes Youth Services, provides assessment and referral to juveniles who have become involved in the Juvenile Justice Systems. They also provide short term therapy. Referrals are taken from the Probation Department as well as the DSS Juvenile Services Unit.

## PURCHASE OF SERVICE PROGRAMS

	<b>PROVIDER</b>	<b>TOTAL SERVED</b>	<b>AMOUNT</b>
Sexual Abuse Treatment Program (SAP)	Family & Children's Society	134 Clients	\$377,730
Functional Family Therapy (FFT)	Catholic Social Services	72 Families	\$304,921
Therapeutic After-School Program (TASP)	Children's Home of Wyoming Conference	60 Youth	\$624,523
Non-Residential Services to Victims of Domestic Violence	SOS Shelter	263 Clients	\$86,739
Child Advocacy Center	Crime Victim's Assistance Center	184 Children	\$15,679
Coordinated Children's Services Initiative (CCSI)	Catholic Charities of Broome County	119 Cases	\$132,367
Elder Abuse Outreach	Broome County Office for Aging	10-15 Clients	\$108,251
Lourdes Home Visiting (IMPACT)	Lourdes	78 Parents	\$186,534
SOS Shelter Domestic Violence/Child Abuse	SOS Shelter	133 Clients	\$25,000
Children's Home Preventive Services (CHPS)	Children's Home of Wyoming Conference	139 Children	\$497,774
Sharing Hope and Inspiring New Energy (SHINE)	Catholic Social Services	33 Youth	\$156,919
Detention Alternative Afterschool Program (DAASP)	Lourdes Youth Services	30 Youth	\$300,318
Catholic Charities Protective Services for Adults Program	Catholic Charities	146 Undercare Cases 246 FMO	\$589,310
Mental Health Juvenile Justice (MHJJ)	Lourdes	51 Youth	\$79,567
<b>Total</b>	<b>All Providers</b>		<b>\$3,485,632</b>

## BROOME COUNTY PERFORMANCE MANAGEMENT



Lynne Esquivel, MPA  
Performance Management Analyst

Lynne Esquivel oversees the monitoring of contracted mental health and preventive services programs for children and families within the Broome County Mental Health and Social Services Departments. In addition, Lynne provides technical assistance to contract agencies to support ongoing performance improvement. She recently completed the *Driving Government Performance: "Leadership Strategies that Produce Results"* at Harvard's Kennedy School of Government Executive Education.

Lynne serves on the Statewide Multicultural Advisory Committee (MAC) representing both Mental Health and Social Services in Broome County. She has worked closely with [Lenora Reid-Rose, Director, Cultural Competence and Diversity Initiatives](#) at Coordinated Care Services, Inc. (CCSI) to provide support to Broome County's CLC initiatives. Lynne also serves as chair of the Central Regional Multicultural Advisory Committee (CRMAC) for Broome County. Lynne has partnered with the NYS OMH Central Field Office and the NYS OMH Bureau of Cultural Competency whom attend the quarterly CRMAC Meetings. This Committee meets quarterly to eliminate stigma and improve behavioral health service

outcomes.

Lynne received her bachelor's degree in Applied Social Science and her Master's of Public Administration from Binghamton University with a concentration on health policy. In addition to the on-site expertise Lynne brings to the Broome County Mental Health and Social Services departments, she draws on members of the Coordinated Care Services, Inc. team as needed to provide specialized support in the areas of [Project and Program Management](#), [Service Contracts](#), [Technical Assistance](#) and [Financial and Contract Management](#). An on-site Performance Management Program Associate provides additional support to performance improvement initiatives.

## **BROOME COUNTY FAMILY VIOLENCE PREVENTION COUNCIL**

The Family Violence Prevention Council is a forum to address the incidence and effects of family violence in Broome County sponsored by the Broome County Executive and Legislature. The mission of the Council is to reduce the incidence and severity of family violence in all its forms; child abuse, domestic violence and elder abuse. The Council consists of 40 representatives from the community that volunteer their time to work collaboratively on issues of family violence. Through the work of various Council committees, the Council meets its functions of: Interagency Coordination, Community Education, Professional Education, Advocacy and Program Development. The Council is certified to provide the curriculum; NYS Identification and Reporting of Child Abuse and Neglect for Mandated Reporters. Many professionals in New York State are required to have this training. The office also has a library of resources on child abuse, domestic violence, and elder abuse and can provide various types of training on issues of family violence. Council coordinator and part time clerical staff are employed by the Department of Social Services. For information about the Council and preventing family violence please visit its website: [www.gobroomecounty.com/fvpc](http://www.gobroomecounty.com/fvpc). A copy of the Family Violence Prevention Council Annual Report can be obtained by calling the Council office at 607-778-2153.



# Support Services

## SERVICES SYSTEMS UNIT

The Services Systems Unit assures proper authorization, claiming and reimbursement for the Services Division of the Department. This Unit provides data entry services for payment of foster care, day care, institutions and purchase of service providers.

Eligibility determinations on all cases and required referrals to child support, school districts and third party health insurance are done through this unit. In 2017, there were 91 foster care eligibility determinations compared to 92 in 2016; of these, 73 were Title IV-E determinations, as compared to 70 Title IV-E determinations in 2016.

The Services Systems unit must also authorize and track expenditures for Division for Youth and Special Education placements to assure the department receives proper reimbursement.

	2016	2017
Services Systems Transactions	22,868	23,023



## WELFARE MANAGEMENT SYSTEM (WMS)

The Welfare Management System is an individually oriented Eligibility file of all persons receiving Temporary Assistance, Medical Assistance, Food Stamps, Home Energy Assistance and Social Services in New York State. It is used to manage Social Services programs across all counties in New York State.

The WMS Coordinator supervises the Data Entry Unit and oversees all computer and systems activities for the Department. This includes responsibility for maintaining and upgrading the necessary hardware and software integrating both State and County systems.

	2016	2017
Authorizations	199,993	190,494

## MASTER CONTROL

Master Control is the record custodian for active, auxiliary, and closed Public Assistance, SNAP and Medical Assistance Cases. All new case numbers are processed in this unit. Staff is responsible for the finger imaging of all mandated Temporary Assistance Programs' applicants and recipients, averaging 521 per month. Other duties include staffing the reception desk, issuing benefit cards (averaging 868 per month). Master Control houses three (3) document scanning stations, one staffed fulltime and the other as staffing allows.

Requisitioning, distributing, recycling and inventory control of office supplies for staff also fall under the responsibility of Master Control. State forms and publications are ordered and distributed by this unit. All shipments received in this agency are signed for and routed through Master Control. Master Control also has responsibility for the Telephone Switchboard Operator where on an average day, 240 calls are processed for the Agency.

	<b>2016</b>	<b>2017</b>
Case Numbers Issued	4,275	3,916
Clients Finger Imaged (TA)	6,763	6,246
Switchboard Phone Calls Received	63,277	58,296



# Enforcement

## LEGAL UNIT

The function of the Legal Unit is to represent the Department effectively in court and administrative hearings, and to advise and furnish legal services in support of the Department's programs. Major activities for the Legal Unit for 2017 were:

### Court Appearances

	2016	2017
Child Welfare	1,784	1,875
Child Support	3,002	2,735
Total	4,786	4,610

### Monetary Recoveries

	2016	2017
Child Support Recoveries*	\$2,196,521.24	\$2,054,594.22
Lien Recoveries (Estates, Injury Claims, Overpayments, MA Real Property, Mortgages)	\$1,423,112.30	\$1,235,785.50
Special Project Revenue		\$201,169.04
Misc. Civil Collections	\$1,225.65	\$1,288.79
Total Monetary Recoveries	\$3,620,859.19	\$3,492,837.55

\* Joint effort with Child Support Enforcement Unit reflects declining public assistance caseload.

### Child Welfare

	2016	2017
Child Abuse/Neglect New Children Receiving Protection	167	176
Foster Children Having Legal Proceedings Commenced to Free for Adoption	40	41

### Protective Services for Adults

	2016	2017
Guardianships	44	31

## CHILD SUPPORT ENFORCEMENT AND COLLECTION

The Child Support Program, which includes the Child Support Enforcement Unit (CSEU) and the Support Collection Unit (SCU), are responsible for establishing and enforcing support orders against legally responsible relatives, and on behalf of public assistance applicants/recipients, as well as non-applicant/recipient individuals who make an application for Child Support Services.

These units are also responsible for establishment of paternity for all children born out of wedlock for these applicants as necessary. The CSEU also has a responsibility to secure a court order for Third Party Insurance on behalf of all children in receipt of Public Assistance and Medicaid only benefits. Additionally, the SCU has primary responsibility to collect, monitor and enforce all support as ordered and made payable through it by any court of competent jurisdiction.

The Support Collection Unit (SCU) has the local administrative responsibility for monitoring, enforcing and distributing support payments to petitioners within Broome County and throughout the United States.

<b>Child Support Collections</b>	<b>2016</b>	<b>2017</b>
Aid to Dependent Children	\$1,353,822.68	\$1,252,291.15
Other (Home Relief, Child Welfare Medical, etc.)	\$842,189.60	\$866,903.64
Total Social Services Collections	\$2,196,012.28	\$2,119,194.79
Total General Public Collections	\$14,292,714.64	\$13,930,640.95
Total Automated Support Collection Unit Collections	\$16,589,726.92	\$16,049,835.74
Federal Incentive on Aid to Dependent Children Support Payments*	\$91,998	\$90,824
Tax Offset (Federal and NYS)	\$1,225,996.93	\$1,149,806.45

\*In 1990, the State Department of Social Services began taking a percentage of this incentive as an administrative fee.

	<b>2016</b>	<b>2017</b>
Paternity Established by Court Order	155	136
Agency Acknowledgments	15	9

## Administrative Services

The Division of Administrative Services is responsible for the supervision and coordination of the fiscal and operating functions that are supportive of the agency's operation.

### ACCOUNTING

Accounting is responsible for the fiscal operation of the Department and for preparing and filing all pertinent reports and claims for reimbursement as required by the State and Federal government. Accounting is responsible for issuing all benefits to eligible clients. In addition to issuing benefits, it also audits and issues checks relative to provider claims, and is responsible for the Cash Management System (CAMS). This system is used for receipt of repayments and recoveries to the Agency.

Other tasks Accounting completes are the reconciliation of check issuance and PeopleSoft reports, check disbursements and reconciliation of the Revolving Fund, Petty Cash disbursements as well as various journal entries and voucher payment.

	<b>2016</b>	<b>2017</b>
Authorizations	61,813	59,790
Checks	39,083	37,007
Electronic Benefits	68,544	67,274

	<b>2016</b>	<b>2017</b>
Repayments Processed	5,401	5,082
Value of Repayments	\$6,739,608	\$6,337,858

<b>MAINTENANCE OF CLAIMS*</b>	<b>Public Assistance</b>		<b>Food Stamp</b>	
	<b>2016</b>	<b>2017</b>	<b>2016</b>	<b>2017</b>
Year				
Number of Claims	11,004	11,413	1,212	1,072
Value of Claims	\$8,808,678	\$9,249,260	\$1,047,695	\$958,266

\*For open and closed cases.

Accounting also processes Interim Assistance Reimbursement claims and ensures accurate accountings and claims are filed with the Social Security Administration in a timely manner.

	<b>2016</b>	<b>2017</b>
Number of Retro SSI Claims	254	279
Amount of Reimbursement Received	\$1,022,674	\$1,272,763

### **RESOURCE UNIT/THIRD PARTY**

The Resource Unit assists all staff in obtaining necessary information concerning client income and assets. Verification of wages, benefits, bank accounts, insurance, and property ownership is required before assistance can be issued.

The Resource Unit coordinates all burials of indigent persons. The Unit is also responsible for pre and post inspection of rented housing having a security deposit agreement with the agency.

The unit compiles research of benefits issued for the legal unit to establish claims and child support orders. All departmental printing orders are maintained in the Resource unit.

	<b>2016</b>	<b>2017</b>
Number of burials arranged	176 (Cost \$335,397)	205 (Cost \$367,175)
Number of rental inspections	49	23

The major responsibility of the Third Party Health Insurance (TPHI) Unit is to reduce Medicaid expenditures through maximum utilization of other third party health insurance, including private insurance and Medicare coverage.

	<b>2016</b>	<b>2017</b>
TPHI offset Medicaid	\$48,064,670	\$52,616,320

## PERSONNEL

Personnel has the responsibility of coordinating and completing all personnel related functions for the department. Includes the maintenance of each individual employee's personnel file, which includes completing "Employee Change in Status Forms" (step and longevity increments, promotions, leaves of absence, etc), "Employee Separation Forms", and "New Employee Data Forms". In addition, personnel monitors all DSS and Personnel policies and practices regarding vacation, sick leave, leave of absences, worker's compensation, completion of annual evaluations and probationary reports. Personnel coordinates Civil Service regulations and procedures with the Broome County Department of Personnel.

	<b>2016</b>	<b>2017</b>
Personnel Data Records	429	390
Position Change Request	57	69

## OPERATIONS MANAGEMENT

The Operations Management Unit is primarily responsible for building related issues. These include: safety of the building and its inhabitants, physical environment, parking lot, telephones, courier services, room set-ups and recycling. In addition to building related issues, Operations Management is also responsible for scheduling the use and maintenance of the agency's fleet of vehicles and providing supervision for the Workfare Program participants assisting with related duties.

	<b>2016</b>	<b>2017</b>
Security Incidents	173	87
Cars in Agency Fleet	27	27
Average Operational Fleet Size	25.3	25.5
Miles Traveled	303,002	292,359
Pieces of Mail Processed	207,369	211,815



# Central Administration

Central Administration seeks to maximize the Department's human, physical and fiscal resources in accomplishing the Department's mission consistent with State and Federal regulations and to continually improve the quality of services delivered to the citizens of Broome County.

## STAFF DEVELOPMENT AND VOLUNTEER SERVICES

Staff Development and Volunteer Services Unit are committed to improving the organization through its employees and to providing services and resources that enable the organization to realize its goals. All divisions of the Department benefit from the full spectrum of training options and support services that the Unit offers. We are results oriented and focus on continuous improvement in the following areas:

**Staff Development** - to develop all levels of staff in the competencies required to provide quality services to the community.

Staff Development personnel provide job specific training units for all program areas in the Department. In addition, through contracts with Binghamton University and Broome Community College we support employees in degree programs.

	2016	2017
Employees in Degree Programs	10	9

A selection of the training deliveries in 2017 included:

- *Active Shooter,*
- *Bystander Intervention,*
- *HIPAA Refresher and,*
- DOL UI Confidentiality Module.

	2016	2017
Units of Job Specific Training (all program areas)	3,193	3,739

Lean Six Sigma (LSS) processes and tools were utilized by the Assistance Division, Community Medicaid enhancing customer service by reducing the number of transfer calls by 75%. By streamlining processes and reducing steps, a savings of \$70,636, was realized by the Agency.

In the Services Division, a Leadership initiative was begun, including training, supplementary resources and tools to strengthen management skills and organizational outcomes through shared vision, coaching and teamwork.

In 2017, Exit Interviews were initiated with resigning employees to gather feedback and insights on how to improve facets of the organization. The purpose of conducting the exit interviews is to increase employee retention and reduce turnover.

**Volunteer Services** - to support and supplement the work of the organization through a variety of programs and services that match the needs of the community and the agency to the skills of the volunteer.

	<b>2016</b>	<b>2017</b>
Number of Volunteers / Interns	381	429
Hours of Service	7,163	7,046.75
Value of Donated Goods	\$21,044	\$21,109

Volunteers and interns had a positive impact on the organization in 2017. They assisted in the daily operations of the agency by performing such activities as filing income taxes, assisting workers and by providing other clerical related functions.

Broome County DSS hosted a VITA (Volunteer Income Tax Assistance) site again in 2017. Interns and volunteers for the VITA program filed 771 income tax returns for families and individuals whose household income was under \$54,000. This income tax site brought over \$280,000 in Federal refunds and over \$71,000 in NY State refunds to individuals and families in Broome County. The Volunteer’s office continued its collaboration with the United Way of Broome County and Family Enrichment Network and the three agencies received the second-year funding from a VITA grant through the IRS. The partnership also continued with the AARP.

The Volunteers office co-coordinated a DSS Community Services Fair at the Agency. Twenty-three agencies participated in the event. Agency workers could talk to various agencies and learned what services they provide to individuals and families in the community. The Volunteer Coordinator also facilitated two focus groups for the Services Division and co-facilitated one focus group.

In addition, specialized programs provided children the opportunity to attend summer camp. This year 72 youngsters participated in that activity. The Holiday Wish Program provided gifts to 275 children and adults. SUNY Kids program continued to provide weekly local cultural excursions for children in Broome County. Five youngsters received gifts from the Birthday Buddy Program. The Agency also hosted a successful back to school supply drive, including receiving 150 backpacks from SEFCU.

## GRANTS

In order to fulfill its mission and augment services to the residents of Broome County, the department applies for and receives a variety of grants. These grants are not a part of the department's operating budget. Instead, the funding for these grants is provided by New York State and/or the Federal Government. Listed below are these grants:

<b>GRANT</b>	<b>2017 GRANT AMOUNT</b>
Binghamton University Bachelor Program	\$21,909
Broome Community College Associate Degree Program	\$45,295
Child Care and Development Block Grant (CCDBG)	\$4,280,302
CPS Outstation Worker	\$27,039
Flexible Funds for Family Services (FFFS)	\$903,301
Home Energy Assistance Program (HEAP)*	\$560,832
Homeless Executive Order	\$53,772
Medicaid Technologies Improvement Grant	\$4,447,031
NCP Employment Program	\$29,589
Safe Harbor	\$155,200
School District Outstation Caseworker (SDOC)	\$26,231
SNAP Employment & Training	\$46,942
Summer Youth Employment Program	\$379,673
<b>TOTAL</b>	<b>\$10,977,116</b>

\*An additional \$6,608,583 was paid by New York State on behalf of Broome County.