

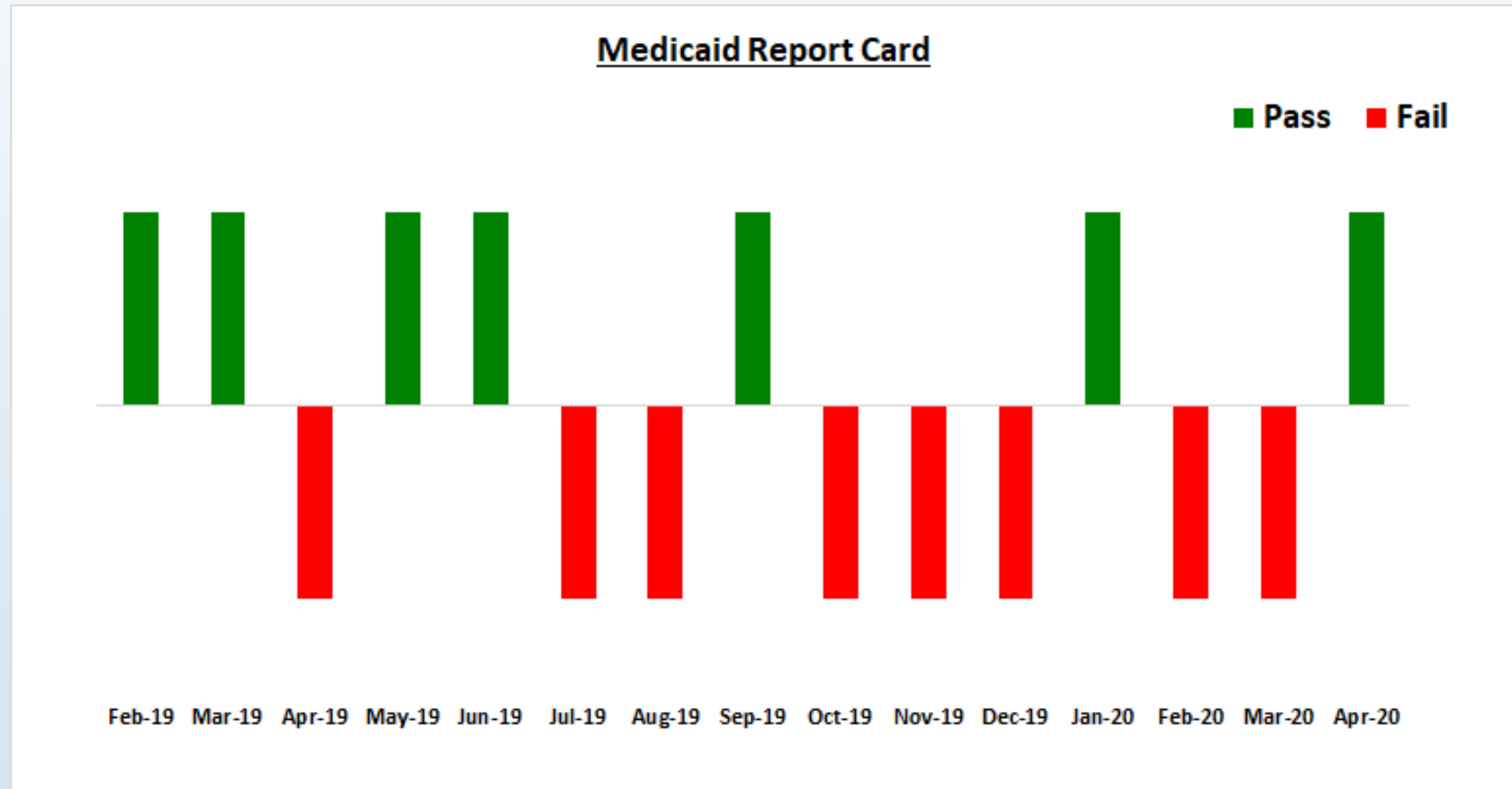


DURHAM COUNTY DEPARTMENT OF SOCIAL SERVICES

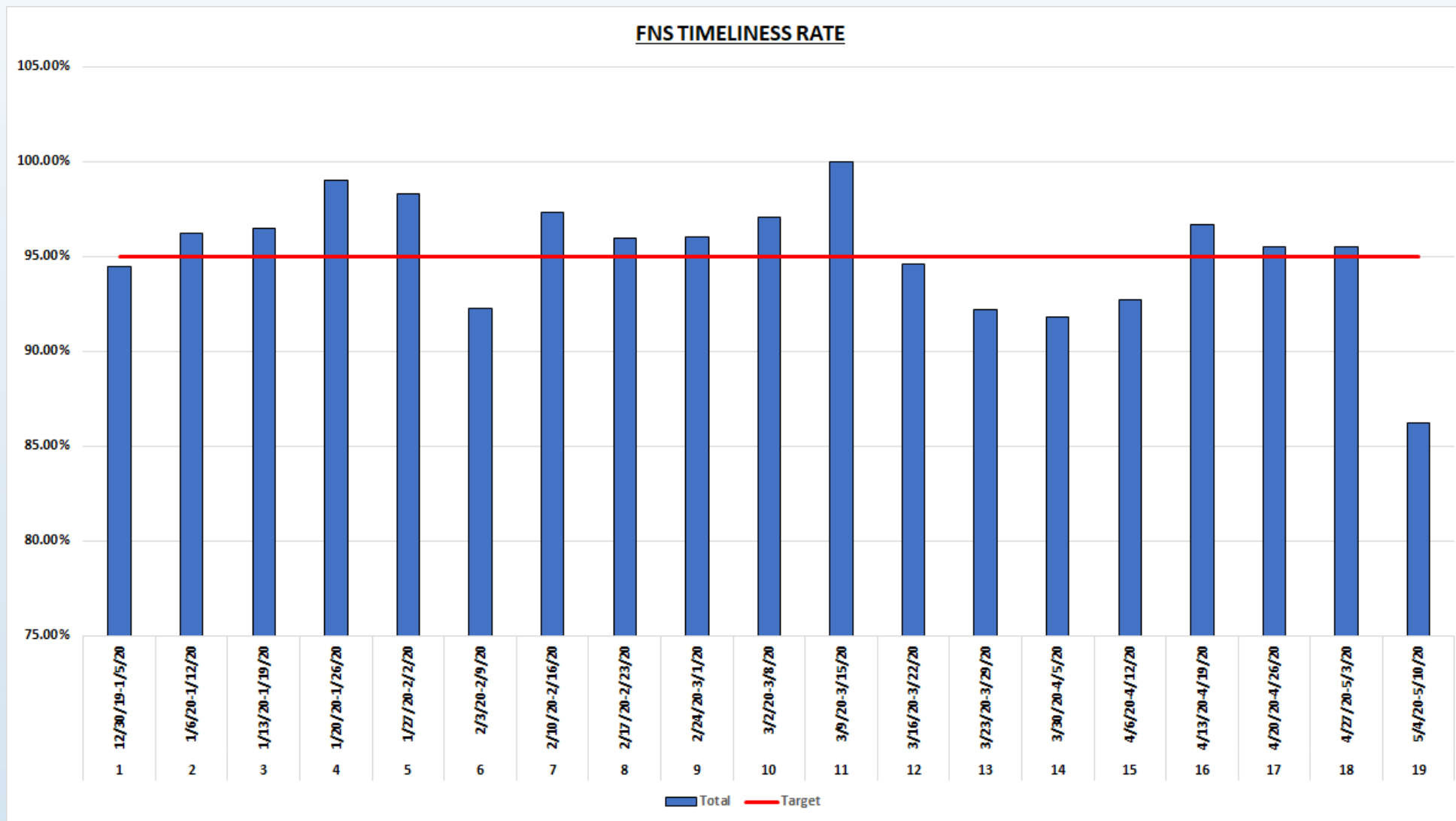
MAY 27, 2020

MEDICAID REPORT CARD

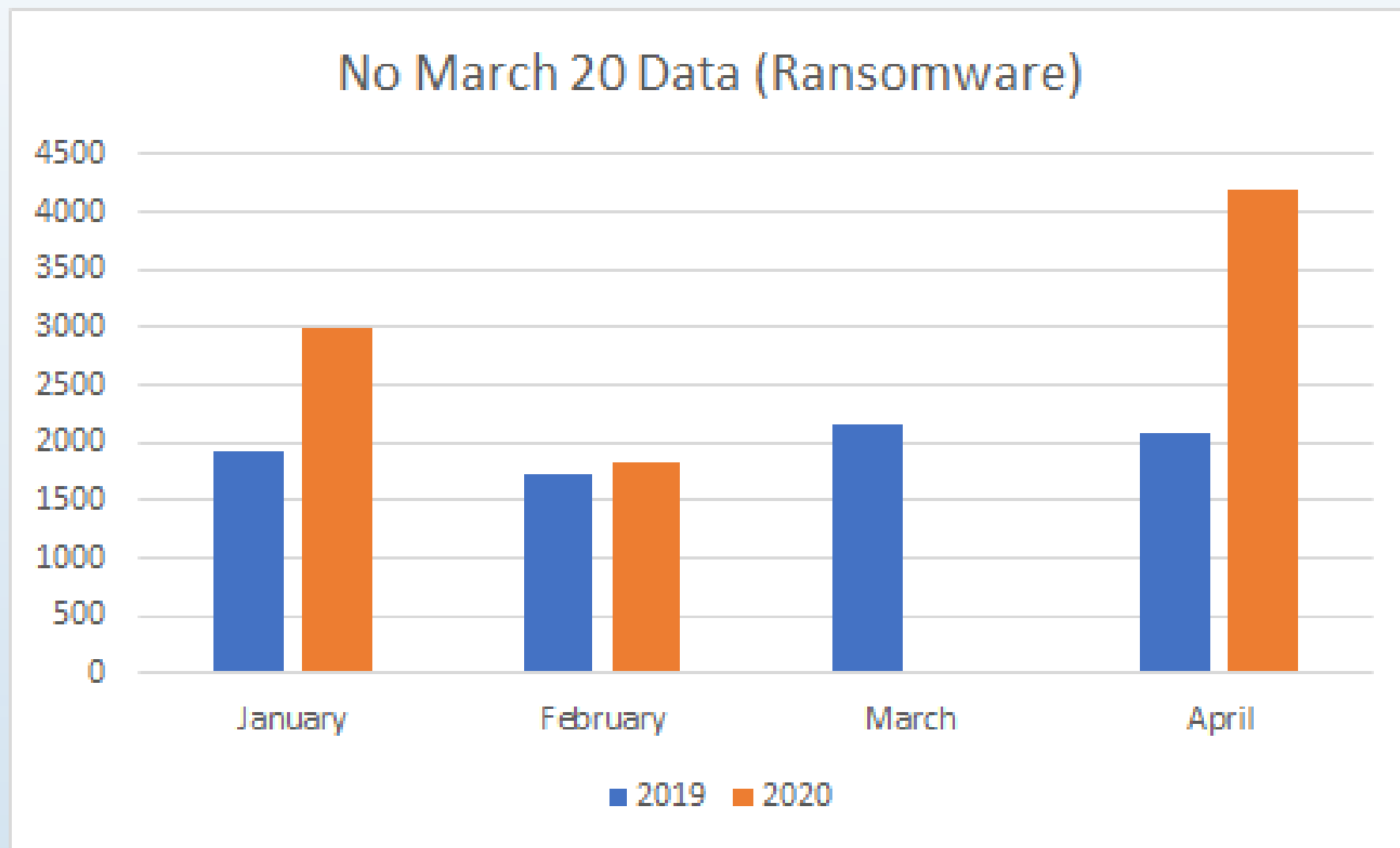
APRIL 2020



FOOD AND NUTRITION SERVICES USDA TIMELINESS



APPLICATION COMPARISON 2019 TO 2020



Medicaid Eligibility Determination Timeliness Session

Law 2017-57, Section 11H.21.

NOVEMBER 1, 2017

- https://files.nc.gov/ncdma/documents/Reports/Legislative_Reports/SL2017-57sec-11H-21_2017-11.pdf
- DHHS is now using the report cards to monitor county compliance each month and determine those counties that need a corrective action plan or other assistance and support. Corrective action plans will be required for any county that fails to meet standards for three consecutive months or for any five months out of a period of twelve consecutive months starting July 2017.
- § 108A-70.41. Corrective action. (a) If for any three consecutive months or for any five months out of a period of 12 consecutive months a county department of social services fails to meet either the average processing time standard or the percentage processed timely standard or both standards, the Department and the county department of social services shall enter into a joint corrective action plan to improve the timely processing of applications.



WHY ARE WE HERE?

- In February 2020, state (DHHS) placed Durham County under state corrective action for failure to meet standards in Medicaid
- NC General Statutes require county DSS meet processing standards for all Medicaid applications
- DSS had historical turnover in one area of the program, creating the agency to fall below standards
- DSS has historically been understaffed based on caseloads/workloads and has been unable to establish best practices due to lack of capacity
- DSS faces potential substantial penalties in failing to meet any program standards within Economic Service programs, including potential large paybacks (thousands) when cases are not processed timely and correctly



WHAT HAVE WE DONE SINCE FEBRUARY?

- Scheduled weekly Medicaid check-in meetings for Thursdays starting 2/27/2020
- Identified and assigned a team of staff to process all overdue Adult Medicaid applications
- Reassigned FEI staff from processing recertifications to processing applications
- Created a team of staff from other units to support applications by making phone calls to clients, requesting and scanning verifications
- Located and assigned staff laptops to staff to telework to support social distancing
- Created telephone lines dedicated to handle incoming client calls regarding case status
- Identified Social Work staff from Child Care Subsidy and Work First Employment Services with previous Income Maintenance experience to process applications
- Reassigned components of application casework to other units to complete, during their Covid-19 work delays



FEI CONTINUOUS RECRUITMENT

On November 4th, 2019, the FEI Division implemented a continuous recruitment process for Income Maintenance Caseworker II positions. This process provides the agency a pipeline of qualified candidates to ensure vacancies are filled timely. The summary of the process is listed below.

- There are separate continuous postings for each team within FEI (Applications, Changes & Redeterminations)
- All vacancies occurring after 11/4/2019 are being filled from the continuous postings
- Each team has designated supervisors who screen resumes and conduct interviews in collaboration with the program manager
- Designated supervisors for each team complete the selection packets and submit to their management chain and onto HR
- Recruitment process is streamlined by reducing the number of hiring managers and eliminating individual postings per vacancy



FEI CONTINUOUS RECRUITMENT con't

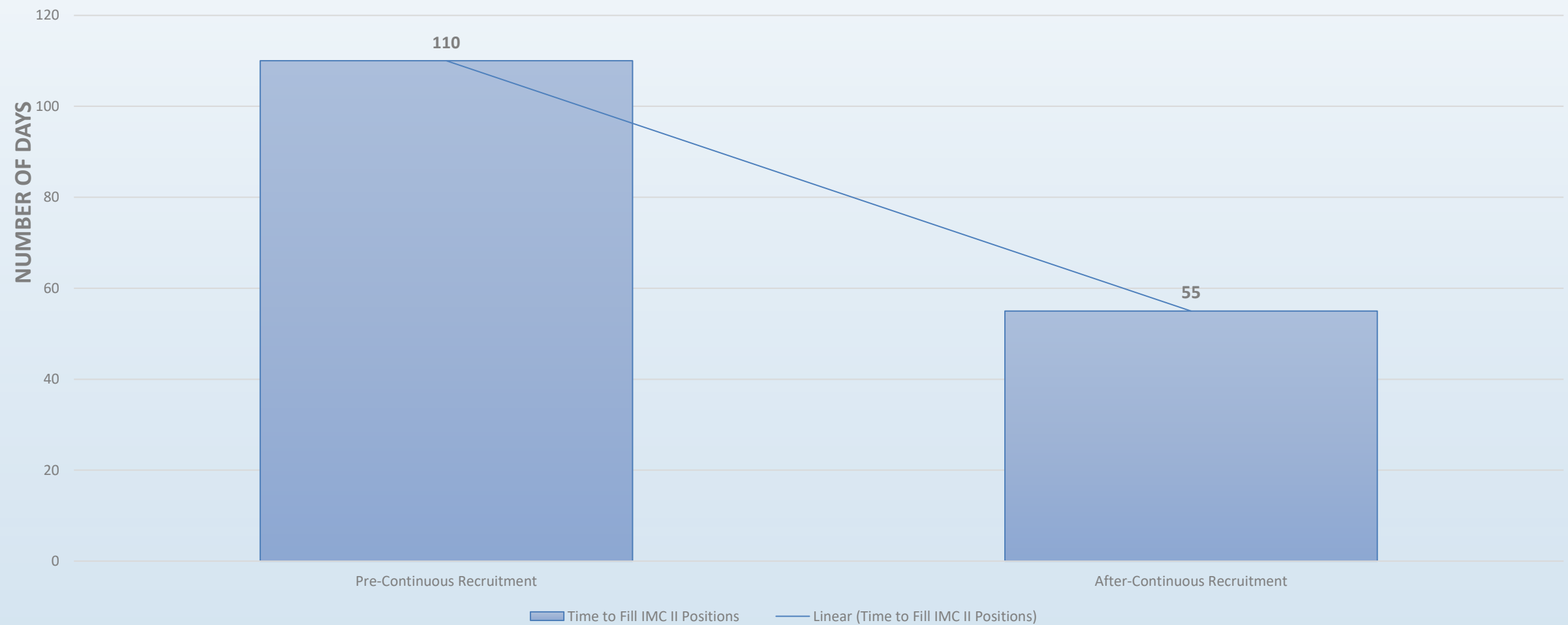
Process Highlights/KPIs

- The DSS performance measure for filling vacancies is 90 days or fewer
- Prior to continuous recruitment the average time to fill IMC II positions was between 100-120 days in 2019 (based on 37 IMC II positions filled)
- Since the continuous recruitment was implemented the average time to fill IMC II positions has decreased to 45 – 55 days (***based on 7 IMC II positions filled prior to malware attack/hiring freeze***) equating to a 50% reduction.
- Continuous recruitment has provided the FEI division with over 1,100 candidates for present and future IMC II vacancies as of 5/22/2020 with the ability to quickly acquire more.



FEI CONTINUOUS RECRUITMENT *con't*

Average Time to Fill IMC II Positions 2019 - 2020
DSS KPI 90 Days or less



“WHY 57 POSITIONS”

- Addresses historic understaffing pattern within the division/agency
- Allows for proven best practice strategies to process work timely and accurately
- State DHHS **requires** the Department to address **ALL** areas of public assistance through corrective action, not just the one area that is deficient
- The 57 positions reflect discussion with State DHHS regarding best strategies and practices and how to improve overall performance
- Promotes agency's ability to create remote work, promoting responsible environmental work and reducing overhead costs



“WHY 57 POSITIONS” con’t

- Allows for equal and fair distribution of work across staff and continue to specialize work within the area to not overwhelm staff with multiple programs, reducing errors
- ***Must be able to demonstrate long-term sustainability in program***
- Promotes full staffing within Adult Medicaid and allows for recruitment of competent staff to process complex and highly liable applications
- DSS has seen sharp and dramatic increase in cases with Covid-19, including a 300% increase in SNAP. Medicaid applications (over 1800) are expected to increase as citizens lose health benefits



“STATE RECOMMENDATIONS”

- Upon review with the state at the initial corrective action meeting, the following best practices were reviewed and received favorable approval from the state to help the county address deficiencies:
 - Establishment of intake positions/process that allows a percentage of the staff to focus solely on processing (30 IMC II's and 7 IMC III's)
 - Establishment of “Lead Workers” for each unit to run reports, manage workflow, review past dues, train, monitor, and assist process when required (12 IMC III's)
 - Reclassify current Adult Medicaid caseworkers to IMC III level to assist with recruitment and retention (due to complex nature of work)



“STATE RECOMMENDATIONS” con’t

- Create appropriate supervisory levels within division for new and existing positions to effectively manage work (5 IM Supervisors)
- Create Quality Assurance and Training positions from Lead Workers to effectively train and review work of added positions (3 QAT positions)
- ***Intake positions are classified as II levels so that they can be trained to conduct intake and process if needed required. This allows them to do same day processing when possible and allows for coverage due to turnover when needed
- The state will be coming into the agency to review workflows, processes, and make recommendations to improve services



CONSEQUENCES OF INACTION

- DSS is currently using unsustainable strategies to try to meet mandates.
- Consequences of failing to take action to make improvements include:
 - Staff burnout/turnover
 - Penalties, paybacks, and sanctions (potentially thousands and hundreds of thousands of dollars)
 - Residents not receiving timely and due required/mandated services
 - Failure of audits
 - State assumption of the program, mandating county pay for all costs and all requirements to improve services and meet standard
 - With drastically increasing caseloads and reduced staffing ability due to Covid-19 pandemic, DSS is facing historic challenges in meeting the needs of the citizens



PROJECTED STAFFING COST

Position (Proposed positions)	FTE Count	Total	Revenue %	Revenue
Income Maintenance Caseworker II	20.00	879,852.46	75%	659,889.35
Income Maintenance Caseworker II	10.00	287,738.12	50%	143,869.06
Income Maintenance Caseworker III	7.00	582,756.13	75%	437,067.10
Income Maintenance Caseworker III (Lead)	13.00	755,399.00	50%	377,699.50
Income Maintenance Supervisor	4.00	210,108.82	50%	105,054.41
Staff Development Specialist (QAT)	3.00	195,275.56	50%	97,637.79
Subtotals	57.00			



DSS GUIDING PRINCIPLES

- Customer Service
- Integrity
- Failure is not an option



QUESTIONS???

