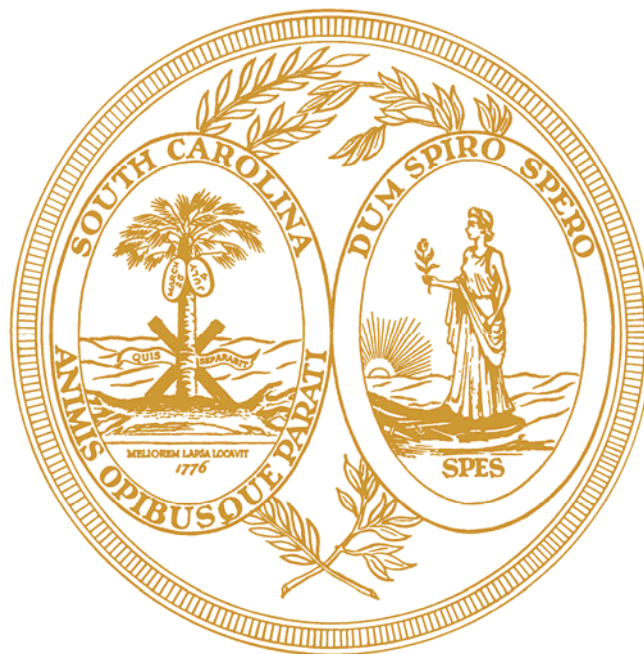


**BUSINESS PLAN
AND
STRATEGIC OUTCOME SUMMARY**

STATE FISCAL YEAR 2005 – 2006



**SOUTH CAROLINA
DEPARTMENT OF SOCIAL SERVICES**

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SCDSS BUSINESS PLAN AND STRATEGIC OUTCOMES SUMMARY

I. INTRODUCTION

The South Carolina Department of Social Services plan for fiscal year 2005-06 reflects the current effort to achieve program outcomes and administrative goals. It is a guide for conducting the business of the agency and is meant to serve as a “report card” to measure performance at the state and county levels. This plan and other data concerning program performance will be examined quarterly by executive and program managers.

II. MISSION STATEMENT

The mission of the South Carolina Department of Social Services is to ensure the safety and health of children and adults who cannot protect themselves, and to assist those in need of food assistance and temporary financial assistance while transitioning into employment.

III. VISION STATEMENT

The vision of the South Carolina Department of Social Services is to provide at-risk children with timely, effective and cost efficient services that allow them to be raised in a safe, stable and nurturing home; to provide timely services to vulnerable adults that allow them to remain at home, and to provide financial assistance to needy families and provide education and training services to assist parents to become financially self-sufficient. SCDSS will collaborate with nonprofit agencies, faith-based organizations, and community agencies so that all resources can be leveraged to meet the needs of children and families.

IV. PROGRAMS

- A. Child Welfare – The program administered to ensure the safety and health of children. This system of services includes Child Protective Services, Foster Care, Managed Treatment, and Adoption Services.
- B. Adult Protection – The program administered to ensure the safety and health of vulnerable adults.
- C. Family Assistance – The program that assists those in need of temporary financial and employment related assistance.
- D. Child Care – The program administered to increase the availability, affordability, and quality of childcare. It included the Child Care Development Fund and Day Care Regulatory & Licensing.
- E. Family Nutrition – The program that assists those in need of food assistance which includes the Food Stamp program.
- F. Child Support Enforcement – The program that establishes and enforces orders for child support, establishes paternity for children when paternity is an issue, and provides locate services when whereabouts are unknown, and collects and distributes child support payments.

V. CRITICAL ISSUES FOR
FISCAL YEAR 2005 - 2006

- A. Children & Family Services Review (CFSR) – The U.S. Department of Health and Human Services completed a CFSR review in June 2003. In response to that review, in 2004, DSS developed and implemented a Program Improvement Plan (PIP) to correct deficiencies identified in that review and to prepare for a rereview in two years.
- B. The state of South Carolina, as in the rest of the nation, is faced with an increase in the population of its elderly citizens. In addition to this general trend documented by census data, South Carolina has realized an influx of retirees from other states. The increase for this segment of the population will require an increase in the services and resources needed to serve the elderly citizens of South Carolina. DSS should develop a long-term plan to address the changes needed in staff, services, and resource for its Adult Protective Services and Domestic Violence programs.
- C. Title IV-E Eligibility – A federal review of the Title IV-E program was completed in April 2004. It identified problems with the language in Family Court orders not meeting the federal criteria. A program improvement plan was developed and was approved in October 2004, by the federal office. We have two years to make the improvements before a re-review will be done.
- D. CAPSS System – The agency's child welfare management and adult protective services information system (CAPSS) is capable of providing critical information for caseworkers, supervisors, and state office managers to use for decision-making. Over the past year, significant progress has been achieved in entering data into the system and using the data for program management.
- This year, planning staff will continue to make intensive efforts to educate staff concerning reports and data available to help manage their caseloads and to create additional reports as needed.
- E. Child Support System – South Carolina's automated Child Support system is one of only two states that are not certified by the federal government. DSS will continue to make progress in addressing this concern, and has issued an RFP to select a vendor to build the system.
- F. Until April 2005, the food Stamp error rate had been increasing. The agency enacted changes to bring the error rate down and will monitor the effect these changes will have in FY 2005-06.
- G. When reauthorization of the TANF program occurs it will likely include significant changes in the TANF program. TANF participation requirements will probably increase. It is also likely DSS will need to make significant changes in how staff work with clients to ensure program goals are achieved. DSS should begin planning for those anticipated changes and prepare staff.
- H. Workforce Planning Initiatives - TERI / Retirement – DSS has a substantial number of staff that will be leaving the agency due to TERI or retirement over the next couple of years. It is vitally important that supervisors have a plan to document

the work duties and specialized knowledge of these employees and train staff to perform their work once they leave.

Staff retention in Human Services – Human Services staff are required to complete a lengthy training and certification process before they are fully integrated into the agency’s delivery of service. It is essential that qualified staff be retained after they have demonstrated an ability to perform within the standards required by the agency’s human service programs.

- I. State Child Fatality Review – In 2003, DSS convened a group of external stakeholders to learn their perspective on whether the child death review process internal to DSS should result in routine public, case specific reporting of review findings. They did not advocate that DSS adopt a public reporting system, but with enthusiasm discussed ways to strengthen external review of child deaths in South Carolina. The stakeholders group appointed a workgroup to develop recommendations for legislation to support local fatality review processes across the state and provide for linkage between the teams conducting those reviews and the State Child Fatality Advisory Committee. This year, DSS will facilitate a meeting of the stakeholders to receive recommendations from the workgroup and to develop a plan of action for those recommendations.
- J. Limited Resources for Staff Development and Training – Management training for DSS staff was discontinued last fiscal year due to budget constraints and limited resources. SD&T is continuing with innovative training methods to minimize staff travel and time in training, improve the effectiveness of training and to reinstate management training within the agency. The distance learning will consist of CD, computer and web-based training modules that can be developed and delivered more expeditiously than regular training modules that must be delivered face-to-face.
- K. DSS is undergoing an in-depth audit of its CPS program and is in the second year of a program improvement plan required by a federal audit of its child welfare program. The agency must continue to implement required corrective action identified in the federal audit and be prepared to make needed changes identified in the state audit.

VI. AGENCY GOALS

A. Child Welfare Goals

1. To meet or exceed the objectives in the DSS Strategic Outcomes.
2. To provide child welfare services that meet or exceed the goals outlined in the Program Improvement Plan (PIP) required as a response to the CFSR review.
3. To increase adoptions by 3% by 2006.

B. Adult Welfare Goals

1. To meet or exceed the objectives in the DSS Strategic Outcomes.

C. Family Assistance Goals

1. To meet or exceed the objectives in the DSS Strategic Outcomes.
2. To increase the Family Assistance stipend to the Southeastern average.
3. To be prepared to implement a congressional overhaul of TANF.

D. Child Care

1. To meet or exceed the objectives in the DSS Strategic Outcomes.

E. Family Nutrition

1. To meet or exceed the objectives in the DSS Strategic Outcomes.

F. Child Support Enforcement Goals

1. To meet or exceed the objectives in the DSS Strategic Outcomes.
2. To develop and implement a certified Child Support System by January 1, 2010.
3. To select a vendor by June 2006 to develop the system.

G. Administrative Goals

1. To provide support to program staff which assist them in meeting or exceeding the objectives in the DSS Strategic outcomes.

2. To accomplish a smooth transition of service delivery during the departure of TERI staff.
3. To develop and implement a plan to reduce staff turnover in child welfare.
4. To improve communication, coordination, and accountability throughout DSS by the enhancement of the agency's comprehensive planning process.
5. To develop and implement a plan for the agency's technological needs.
6. To construct a training plan that will give staff the skills necessary to implement the core programs of the agency in a manner that meets the requirements of the PIP as well as agency outcomes.

VII. STRATEGIC OUTCOMES

Outcomes are the desired results or expected consequences of successfully implement DSS programs. Measures are established for each outcome as evidence of achievement of the outcome. The objectives are measurable steps towards accomplishment of outcomes within a specific timeframe.

The following are the outcomes, measures, and objectives for fiscal year 2005 – 2006.

Strategic Outcomes
SC Department of Social Services
Fiscal Year 2005-2006

I. Child Welfare Outcomes and Measures (Mandated through Federal Register, January 25, 2000. Department of Health and Human Services, Administration for Children and Families. 45 CFR Parts 1355, 1356, and 1357; Final Rule). Federal outcomes are mandated in three general areas:

- Safety (S);
- Permanency (P); and,
- Well-Being (WB).

These have been adopted as the agency's Child Welfare outcomes.

Safety

S1 Outcome - Children are, first and foremost, protected from abuse and neglect.

Measure S1.1: _____ Timeliness of initiating investigations on reports of child maltreatment. (Example: A report of sexual abuse requires a face-to-face contact with the child within 0-2 hours; a report of severe abuse requires a 0-2 hour response; other reports such as neglect have a response time of up to 24 hours depending upon the risk to the child).

Objective: ≤ 24 hours (State Law - no federal standard)

Measure S1.2: _____ Recurrence of maltreatment - Of all children who were victims of indicated reports of child abuse and/or neglect during the first 6 months of the reporting period (Oct. 1-Sept. 305), what percentage had another indicated report within a subsequent 6-month period? (Example: A second indicated report of maltreatment is received within six months of the initial report).

Objective: ≤ 6.1% (Federal standard)

Measure S1.3: _____ Incidence of child abuse and/or neglect in foster care - Of all children who were in foster care during the reporting period, what percentage was indicated for maltreatment by a foster parent or facility staff? (Example: An indicated report of maltreatment to a foster child by a foster parent or facility staff member).

Objective: ≤ 0.57% (Federal standard)

S2 Outcome - Children are safely maintained in their own homes whenever possible and appropriate.

Measure S2.1: _____ Ensure that services are arranged for or provided to the family to protect children in the home and prevent removal - Of all children in treatment during the reporting period, what percentage was the subject of subsequent indicated reports of maltreatment? (Example: As an alternative to foster care placement, treatment services are provided in the home to the children and all appropriate family members).

Objective: ≤ 6.1% (Agency established objective)

Measure S2.2: _____ Risk of harm to child. Intervention was taken by the Agency to reduce or remove the risk of harm to the child(ren). Of all unfounded reports during the reporting period, what percentage was the subject of subsequent reports within six months of the initial report? Also, of all screened out reports during the reporting period, what percentage had a subsequent report within six months of the initial report? (Example: A second report of maltreatment is received within six months of the initial report, and we previously either screened out or unfounded the report.)

Objective: ≤ 18% (Agency established objective)

Permanency

P1 Outcome - Children have permanency and stability in their living situations.

Measure P1.1: Incidence of foster care re-entries - Of all children who entered care during the year under review (Oct. 1- Sept. 30), what percentage re-entered foster care within 12 months of a prior foster care episode (a child's stay in foster care)? (Example: Subsequent to a child being returned to his parent from foster care, another report was received and the child was again removed from the parent and placed in foster care).

Objective: $\leq 8.6\%$ (Federal standard)

Measure P1.2: Stability of foster care placement - Of all children who have been in foster care less than 12 months from the time of the latest removal from home, what percentage had not more than two placement settings (foster home, group home, children's home, institution, etc.)? (Example: Children in care less than 12 months who have not been placed in more than two foster/group homes or facilities).

Objective: $\geq 86.7\%$ (Federal standard)

Measure P1.3: Length of time to achieve reunification - Of all children who were reunified with their parents or caretaker, at the time of discharge from foster care, what percentage were reunified in less than 12 months from the time of the latest removal from home? (Example: Child in foster care is returned home within twelve months of being removed from the home).

Objective: $\geq 76.2\%$ (Federal standard)

Measure P1.4: Length of time to achieve adoption - Of all children who exited from foster care during the year under review (Oct. 1 - Sept. 30) to a finalized adoption, what percentage exited care in less than 24 months from the time of the latest removal from home? (Example: Adoption is finalized within 24 months of a child entering foster care).

Objective: $\geq 32\%$ (Federal standard)

Measure P1.5: Permanency goal for child - Of all children who have been in foster care for 15 of the most recent 22 months or meets other Adoption and Safe Families Act (ASFA) criteria for TPR, what percentage has the Agency filed or joined a petition to terminate parental rights? (Example: Of the children who have been in care 15 of the most recent 22 months, the number and percent for which the Agency has filed a TPR petition).

Objective: $\geq 76\%$ (Agency established objective)

Measure P1.6: Permanency goal of other planned living arrangement - Of all children in foster care, what percentage have a permanency goal of emancipation (independent living services) or a planned permanent living arrangement other than adoption, guardianship, or return to family? (Example: Number of children with plans of permanent foster care or independent living).

Objective: $\leq 15\%$ (Agency established objective)

P2 Outcome - The continuity of family relationships and connections are preserved for children. (In-home and Out-of-home services)

Measure P2.1: Proximity of foster care placement. (Example: Child is placed as close to his/her home community as possible). Of all foster children (excluding MTS children) what percentage are placed within the county of origin?

Measure P2.2: Placement with sibling.

Measure P2.3: Visiting with parents and siblings in foster care.

Measure P2.4: Preserving connections.

Measure P2.5: Placement with a relative.

Measure P2.6: Relationship of child in care with birth parents.

Objective: $\geq 70\%$ (Agency established objective)

Child and Family Well-Being (In-home and Out-of-home)

WB1 Outcome - Families have enhanced capacity to provide for their children's needs.

Measure WB1.1: Services provided to meet needs of child, parents, foster parents (in-home and foster care measure)

Objective: (Agency objective to be determined after data is collected)

Measure WB1.2: Child and family involvement in case planning (in-home and foster care measure)

Objective: (Agency objective to be determined after data is collected)

Measure WB1.3: Worker visits with child (in-home and foster care measure)

Objective: Monthly face-to-face visits with foster children (State law) or all the children in the family for an in-home case (Agency objective)

Measure WB1.4: Worker visits with parents (in-home and foster care measure)

Objective: Monthly face-to-face visits with parents (Agency objective)

WB2 Outcome - Children receive appropriate services to meet their educational needs.

Measure WB2.1: Educational needs of the child. Percentage of children who have a high school diploma.

Objective: (Agency objective to be determined after data is collected)

WB3 Outcome - Children receive adequate services to meet their physical and mental health needs.

Measure WB3.1: Physical health of the child. Children in foster who need medical services are receiving those services.

Measure WB3.2: Mental health of the child. Children in foster care who need mental health services are receiving those services.

Objective: Services are in place within 72 hours of established need.
(Agency established objective)

II. Adult Protection Outcomes and Measures (Mandated by S.C. Code of Laws Title 43 Chapter 35)
There are no federal or state required outcomes. State law defines vulnerable adults and the required service provisions for the agency.

APS1 Outcome - Reduce recurrence of abuse/neglect, self-neglect, and exploitation of vulnerable (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation) adults.

Measure APS1.1: Percentage of all vulnerable adults who were victims of abuse, neglect, self-neglect, or exploitation during the first 6 months of the reporting period that had another indicated report within a 6-month period (Example: A second indicated report of maltreatment is received within six months of the initial report).

Objective: $\leq 6.1\%$ (Agency established objective)

Measure APS1.2: The number and percent of cases (by typology) that were opened, closed, and then reopened within a year.

Objective: (Agency objective to be determined after data is collected)

Measure APS1.3: The number and percent of cases (by typology) that have no case decision after 45 days.

Objective: (Agency objective to be determined after data is collected)

APS2 Outcome - Safely maintain vulnerable adults (persons 18 or older who are either subjected to or at risk of abuse, neglect or exploitation) in the least restrictive environment.

Measure APS2.1: The number and percent of substantiated APS clients receiving services at home (rather than in a facility).

Objective: (Agency objective to be determined after data is collected)

Measure APS2.2: The average length of time a case is open (by typology).

Objective: (Agency objective to be determined after data is collected)

III. Family Assistance (Mandated by Federal - H.R. 3734 Personal Responsibility and Work Opportunity Reconciliation act of 1996; State - The South Carolina Family Independence Act of 1995 has been codified into the S.C. Code of Laws Title 20 Chapter 7 Sections 940, 9505, 9545). There are no federal or state outcomes. Federal regulations require that state agencies meet certain work participation requirements. State Law requires that county offices have employment program placement and retention goals. Objectives are established by the Agency for the purpose of improving program effectiveness.

FA1 Outcome - Families that are eligible for Family Independence services receive those services in a timely and effective manner.

Measure FA1.1: Percentage of FI applications approved or denied within 30 days of the application filing date

Objective: > 97% (Agency established objective)

Measure FA1.2: Percentage of FI cases (excluding child-only) that have a Family Plan developed within 45 days of approval

Objective: > 95%

FA2 Outcome - Families that are receiving FI services achieve a level of competence that is commensurate with their abilities while improving family functioning and self-reliance.

Measure FA2.1: Percentage of Family Independence case closures due to earned income reasons

Objective: 8% of “employable” each month (Agency established objective)

Measure FA2.2: Percentage of FI cases with one or more adults participating in a combination of work and other countable activities for the required number of hours

Objectives:

1. 50% of the cases with one or more adults (Federal All Parent Requirement)
2. 90% of FI cases with more than one adult (Federal Two Parent Requirement)

Measure FA2.3: Percentage of STAR cases with one or more adults participating in a combination of work and other countable activities for the required number of hours

Objectives:

1. 50% of the Category A cases participating 20 or more hours per week
2. 50% of Category B and C cases participating 5 or more hours per week

FA3 Outcome - Children in families receiving Family Assistance do not become recipients as adults.

Measure FA3.1: Percentage of TANF children (age 17, 18, or 19) in active cases who graduate from high school or receive a G.E.D.

Objective: 90% statewide (Agency established objective)

Measure FA3.2: Percentage of TANF children who return to the Family Independence roles as adult recipients

Objective: Less than 5 % of active cases

Measure FA3.3: YPP - Decrease the rate of subsequent pregnancies among program participants

Objective: 2% statewide rate reduction

Measure FA3.4: CAPP - Decrease the primary pregnancy rate among adolescents ages 10 through 19

Objective: 1% statewide rate reduction

IV. Child Care Outcomes and Measures

- A. **Child Care Services:** (Public Laws 104-193 and 105-33, Section 418 of the Social Security Act, and 45 CFR Parts 98 and 99-Final Rule require the federal Child Care and Development Fund (CCDF) be administered as a unified program under a lead agency in each state.) The purpose of CCDF is to increase the availability, affordability, and quality of child care services, according to federally-specified parameters.

CC1 Outcome - Quality, affordability, and/or availability of childcare is expanded throughout SC to help meet the needs of working families.

Measure CC1.1: The number of child care providers that voluntarily improve their quality.

Objective: 25% of existing providers over a five-year period. (Agency established objective)

Measure CC1.2: The proportion of funding allocated for child care subsidies and quality initiatives (to include vouchers, grants, contracts and partnerships).

Objective: Maintain current proportion (Agency established objective)

- B. **Child Care Licensing and Regulatory Services:** (Mandated in the South Carolina Code of Laws Title 20, Chapter 7, Sections 20-7-27 through 20-7-3098.) Child Care Licensing and Regulatory Services establishes and enforces statewide minimum regulations for the care and safety of children in child care facilities. There are no federal mandates.

CC2 Outcome - Children's health and safety will be protected in child care settings and the quality of child care facilities will be improved.

Measure CC2.1: Number of visits made by licensing staff per provider.

Objectives: (Agency established objectives)

1. Two unannounced visits per year to all licensed child care providers.
2. Two visits annually to all registered facilities operated by religious bodies.
3. Maintain current level of announced visits to all providers.
4. Adhere to current policy regarding investigating complaints.

Measure CC2.2: Revision of child care regulatory requirements.

Objective: Proposed revisions to child care regulations will be submitted to SC General Assembly for legislative action.

V. **Family Nutrition** (Mandated by Code of Federal Regulations: Title 7, Subtitle B, Chapter 2) There are Federal High Performance Bonus Standards. Outcome objectives are established by the agency for the purpose of improving program effectiveness.

FN1 Outcome - Maximize eligible households' access to the Food and Nutrition Programs and achieve the Food and Nutrition Service's Food Stamp program Federal High Performance bonus standards.

Measure FN1.1: Percentage of eligible individuals participating in the Food Stamp program (Comparison of food stamp recipients to persons in poverty)

Objective: $\geq 90\%$ (Agency established objective)

Measure FN1.2: Percentage of SCCAP households

Objective: $\geq 50\%$ (Agency established objective)

Measure FN1.3: Percentage of ESAP households

Objective: Increase by 20% over FY 03-04 (Agency established objective)

Measure FN1.4: Percentage of food stamp benefits processed in a timely manner

Objective: $\geq 99\%$

Measure FN1.5a: Percentage of food stamp payment accuracy

Objective: $\geq 96\%$

Measure FN1.5b: Percentage of accurate food stamp negative case actions

Objective: $\geq 99\%$

Measure FN1.5c: Percentage of food stamp work registrants participating in the Food Stamp Employment and Training program

Objective: $\geq 8\%$

Measure FN1.6: Increase the number of summer feeding sites.

Objectives: Obtain an SFSP sponsor and sites in each of the 46 counties (Agency established objective)

Measure FN1.7: Increase the number of Child and Adult care facilities participating in the Child and Adult Care Food Program

Objective: 1,700 homes/centers (Agency established objective)

Measure FN1.8: Increase the quantity of USDA commodities received in the state

Objective: 5% (Agency established objective)

Measure FN1.9: Increase the number of counties participating in the Seniors Farmers Market Nutrition Program

Objective: 34 counties (Agency established objective)

VI. Child Support Enforcement (Mandated by Social Security Act, Title IV-D; 45 CFR Parts 301, 302, 303, 304, and 307; S.C. Code §20-7-840 through 20-7-1329; S.C. Code §20-7-9505 through 20-7-9575; S.C. Code §43-5-220 through 43-5-600)

CSE1 Outcome - Children who are born out of wedlock have paternity established in a timely fashion.

Measure CSE1.1: Paternity Establishment Percentage (PEP)

Objective: 2% increase over PEP from the previous Federal Fiscal year, up to a minimum of 80% (Federal standard).

CSE2 Outcome - Children with one or both parents absent from the home receive adequate financial support from their absent parent(s).

Measure CSE2.1: Support Orders Established

Objective: $\geq 50\%$ of open cases have orders established (Federal standard)

Measure CSE2.2: Current Support Collected.

Objective: $\geq 40\%$ of current support in open cases collected as ordered (Federal standards)

Measure CSE2.3: Child Support arrears collected

Objective: $\geq 40\%$ of open cases with arrears have a collection during the fiscal year (Federal standard)

CSE3 Outcome - Children receive medical insurance coverage whenever such coverage is available through the non-custodial parent's or custodial parent's employer at reasonable cost.

Measure CSE3.1: Medical Support Orders Established

Objective: $\geq 25\%$ (Agency established objective)

CSE4 – Outcome - Funds expended by the program produce a reasonable rate of return in child support collected for the benefit of the dependent children.

Measure CSE4.1: Ratio of distributed collections to total program expenditures

Objective: $\geq \$2.00$ (Federal Standard)