



Human Services Fund 235

BUDGET SUMMARY AND HIGHLIGHTS:

The proposed 2022 budget for Human Services is \$5,300,785. This represents a 6.9% decrease, a reduction of \$395,902 compared to the 2021 budget. The reduction is primarily due to reducing the anticipated revenues and expenditures in the Comprehensive Community Services (CCS) Program. The revenues and expenses included in the budget since May 2019 reflected the program costs when the census was higher, and the entire program was *contracted* to a non-profit vendor. This more accurately reflects the current program costs.

The budget was developed in accordance with instructions from the County Administrator with a 0% ongoing county levy increase. However, the Department requested and received American Rescue Act Plan (ARPA) funds to restructure the home delivered meal routes and to add an Aging Coordinator position. Those requests were approved. ARPA funds will be included in a separate fund devoted to Bayfield County ARPA funded projects. The Aging Coordinator position funding is for the years 2022-2025. It is anticipated that this will be requested for inclusion in the 2026 Human Services budget as ARPA funds expire.

The proposed ongoing county levy of \$1,817,788, represents 34.2% of the total budget. The remaining 65.8% of the budget, \$3,482,997 is funded with state and federal funds.

The 2022 budget includes annual staff wage and fringe increases. These increases have been absorbed in the budget. Budget transfers to payroll and fringe accounts generally mean the Department cannot contract for and purchase the same amount of community services as in previous years. However, in 2022, due to the retirements of a number of very senior staff and other staff turnover in 2021, the wages and fringe has either decreased overall or there are minimal increases in every section of the Department.

The budget continues to include a paid internship in 2022. The annual intern program was implemented in 2017. The goals of the program are two-fold: to allow a local student enrolled in or who has completed a degree in a Human Services program to experience county-based work and to improve recruitment of human services staff in the future. The internship program was suspended in 2020, due to COVID19 and staffing issues within the Department. However, the program has been beneficial to both DHS and the students that have participated. As a result, it will be reinstated in 2022.

In March 2020, the state recommended senior congregate meals sites be discontinued until further notice due to the extremely high risk COVID19 poses to seniors. Except for a small congregate meal site in Barnes, they remain closed due to the pandemic. To provide meals to seniors who live in areas with poor

food security, Grab and Go meals were developed and implemented. These meals can be ordered the week prior and picked up the day of the meal. During 2021, the meals were provided at two locations in the county, Port Wing and Iron River. In addition to Grab and Go Meals, seniors who socially isolate due to the pandemic are currently considered to meet the home delivered meal criteria, which otherwise requires seniors to be socially isolated due to ambulatory and mobility issues. This has increased the routes for Home Delivered Meals. Since it is not anticipated the number of seniors receiving Home Delivered Meals will return to pre-pandemic levels, the Department will be restructuring the routes from three to five in 2022.

National and statewide emergencies were still in place throughout 2021 due to COVID19. As a result, congregate meal allocations were used to provide home delivered meals, including Grab and Go meals. Due to the recent resurgence of COVID19, it is uncertain if this will continue in 2022. It is anticipated there will be additional funding in 2022 for aging services. Information regarding additional allocation amounts and when the funds will be available is tentative at this time and are not included in the budget.

COVID19 has been difficult in Human Services. The impact on staff and clients, as well as the programs administered by the Department, has been significant. In many cases, face to face services reduced or eliminated in 2020 have not yet been fully reinstated. Some face-to-face services have resumed, while some virtual services have been continued. The provision of services has been very fluid as COVID19 cases have ebbed and flowed in Bayfield County, Wisconsin, and across the nation. Staff adapt as needed to change in service delivery.

Due to the federal Family First Act and its implementation in Wisconsin in October 2021, there will be changes to the service delivery in child welfare. How the change will affect standards and practice, particularly in Child Protective Services, is unknown and is, according to the State biennial budget, largely unfunded. It will be interesting to see how programs and services evolve and how expectations will change in this mandated service.

While the pandemic resulted in both short-term decreases in the demand and the discontinuation of some services, there were noted increases in referrals for child abuse and neglect, mental health, and substance use disorders in the second quarter 2021. The Department anticipates an overall increase in the need for human services in 2022, because of the prolonged nature of the pandemic. The demand for services is more likely than not to increase as more individuals and children become vaccinated and/or people succumb to “pandemic fatigue”, and resume prepandemic activities whether or not it is advised.

As noted earlier, the proposed budget is presented as directed with no increase in county levy for ongoing services. Without an increase in county levy, there is always a concern whether the funding will be adequate. In the past two years, the Department has had more than sufficient funds due to the decrease in requests for services while people were isolated in their homes and very few high needs, complex, costly placements. However, the number of complex individuals, children, or adults, who will require costly services in any year is unpredictable. There is some anticipated increase for requests of service due to the trauma and isolation caused by COVID19. The cost of mandatory services, such as foster care, mental health support, and substance abuse treatment, which the law dictates county human services departments provide, can change budget projections quickly throughout the year. Costs are entirely dependent on the individual, children, or families who require county funded mandated services and their level of need.

DHS continues to research and promote strategies that allow for evidence-based services to be provided to Bayfield County residents. We seek to protect and serve families and individuals throughout the life

span. The goal of every initiative, service, and program is to meet the needs of Bayfield County residents who require human services.

FUNCTION

The mission of the Department of Human Services is to protect and improve the quality of life.

MAIN RESPONSIBILITIES

The Department of Human Services is divided into four sections: Aging and Disability Services; Economic Support Services; Family Services; and Support Services. Each section has its own mission and unique set of responsibilities.

The mission of the Aging and Disability Services Section is *“to support independent community living by respect of personal choices”*. The Aging and Disability (A & D) Services Section is responsible for a wide range of assessments and services related to disabled and elderly residents of Bayfield County. They also provide information and assistance to the general public regarding local resources available to those who do not qualify for public assistance.

The mission of Economic Support (ES) Services is *“to assist individuals to achieve economic well-being”*. Economic Support is responsible for the eligibility determination for numerous federal, state, and county public assistance programs.

The mission of the Family Services (FS) Section is *“to provide a safe and stable environment for identified children and families through empowerment and support”*. The Family Services Section is responsible for a wide range of assessments and services related to individuals, children and families.

The mission of the Support Services (SS) Section is *“to provide support services in a professional, courteous, and efficient manner.”* The Support Services Section provides reception, clerical and accounting support to the entire agency.

The plan in 2020 is to increase the number of sections to five by separating the Comprehensive Community Services (CCS) program and staff from the Family Services Section. DHS will add another manager and CCS staff will work under the new manager. The CCS program provides community-based services to individuals with substance use disorders and/or mental health diagnoses. CCS is a voluntary program that provides a broad range of recovery focused services.

ORGANIZATION

The Bayfield County Board of Supervisors voted on November 10, 1998, to develop a Department of Human Services (DHS) uniting the three Departments of Aging, Community Programs and Social Services. The Department of Human Services was officially created on April 1, 1999.

The Human Services Board has primary responsibility for oversight of the Department. The Board consists of nine members, five County Board representatives and four citizen members. Citizen member applications are reviewed by the County Administrator and appointments are approved by the County Board Chair. There are also committees who act in an advisory capacity to the Human Services Board: The Aging and Disability Advisory Committee; the Nutrition Advisory Counsel; the Family Services

Advisory Committee; the Children's Community Options Program (CCOP) Advisory Committee; the Transportation Coordination Committee; the local and regional Comprehensive Community Services (CCS) Coordinating Committees; the Aging and Disability Resource Center of the North (ADRC – N) Governing Board. Advisory committees include a mixture of citizens; program participants; family, friends, and advocates of program participants; providers of service; County Board members, and/or staff as program rules or regulations dictate. Most advisory committees include at least one member of the County Board who also serves on the Human Services Board.

DEPARTMENT OF HUMAN SERVICES ACCOMPLISHMENTS

- √ Protected staff and customers during the COVID19 pandemic by; mobilizing approximately 75% of the workforce to work from home; suspending some services; modifying services to remote access whenever possible; implementing new services that incorporated safety precautions to protect against exposure; and providing staff and customers with Personal Protective Equipment (PPE) when meeting face to face or in the community was necessary.
- √ Developed record storage and retention procedures for archived Community Support Program files and for new and archived Comprehensive Community Services Program files.
- √ Improved customer service to regional public assistance customers by improving the job skills and local productivity of Economic Support workers. Every Economic Support worker completed a minimum of three Income Maintenance Refresher Training courses offered on the State Department of Health Services website to accomplish this.
- √ Improved public awareness and access to the Wisconsin Home Energy Assistance Program by expanding public outreach and marketing efforts Increase the number of household applications by 5.07% over the previous year.
- √ Improved public awareness by providing updates regarding Economic Support programs to the County website by either providing an update or a new article specific to Public Assistance Programs every month in 2020.
- √ Established a Transportation Coordination Committee who will: analyze results from the transportation survey; identify transportation needs and preferences; and develop a plan to improve the infrastructure of public and specialized transportation options in Bayfield County.
- √ Improved the quality of services to Comprehensive Community Services (CCS) participants and program compliance by hiring a local CCS Supervisor/Mental Health Professional who provides onsite supervision to staff, provides therapy to participants, and whose primary focus is improving the CCS program.
- √ Improved the quality of services to Comprehensive Community Services (CCS) participants and program compliance by successfully completing the Program Plan of Correction issued by the State Department of Health Services by December 31, 2020.

- √ Ensured Bayfield County was compliant with the uniform state-determined rate-setting methodology, by implementing the changes to rate structures in a timely manner in 2020.

DEPARTMENT OF HUMAN SERVICES GOALS

- √ Improve workflow and record retention by creating an archive and structuring the storage and retention of closed Community Support Program and Comprehensive Community Services Program files.
- √ Strengthen section operations and promote succession planning in Support Services by cross training one staff member to provide backup for all DHS Bookkeeper duties and one staff member on performing additional website and accounting functions.
- √ Improve and expand services to participants of the Comprehensive Community Services (CCS) program by increasing direct services and the number of individuals enrolled in the CCS program by a minimum of 35% (enrollment, December 2020 was 20).
- √ Improve and expand services to participants of the Comprehensive Community Services (CCS) program by working with at least two community partners to improve the referral process and increase the number of successful enrollments that result from the referrals.
- √ Ensure superior service and appropriate documentation by implementing a quality review process and conducting a semiannual record review of 100% of CCS open files.
- √ Better meet the needs of juveniles by having 100% of youth justice workers trained by the state on the Youth Assessment and Screening Instrument (YASI), which assesses the youth's needs, risks, and chances of reoffending.
- √ The Transportation Coordination Committee will develop a plan and recommend improvements to the infrastructure of public and specialized transportation options in Bayfield County.
- √ Improve services to tribal county residents by partnering with the Red Cliff Elderly Program and the Red Cliff Housing Authority and developing and implementing an outreach and marketing plan.
- √ Improve services to seniors in Bayfield County by developing and implementing a plan to train volunteers and rely on them to increase the number of residents who can access assistance during Medicare Part D Open Enrollment.
- √ Maintain continuity of superior customer service by successfully transitioning the Northern Income Maintenance Consortium (NIMC) call center operations to Genesys Cloud by testing of system prior to "go live" date; training all staff; transitioning agent information to new system; and final implementation.

- √ Increase efficiency, document availability, and reduce on-site space required for document storage by transitioning to 100% document upload for Wisconsin Home Energy Assistance Program (WHEAP) administration.
- √ Strengthen section operations and promote succession planning in Economic Support by training one additional staff member to process WHEAP applications and respond to section Intake calls.

DEPARTMENT OF HUMAN SERVICES CALENDAR YEAR 2020 PERFORMANCE INDICATOR(S) / SUMMARY

AGING AND DISABILITY SERVICES

Carrie Linder, Manager

Disability Benefit Specialist:

The Disability Benefit Specialist (DBS) provides free confidential services to individuals, ages 18 – 59 with a physical or developmental disability, mental illness, or substance abuse disorder. The DBS answers questions related to Social Security, Medicare, health insurance and/or other public and private benefits. The DBS also assists those who have barriers to access benefits for which they are eligible.

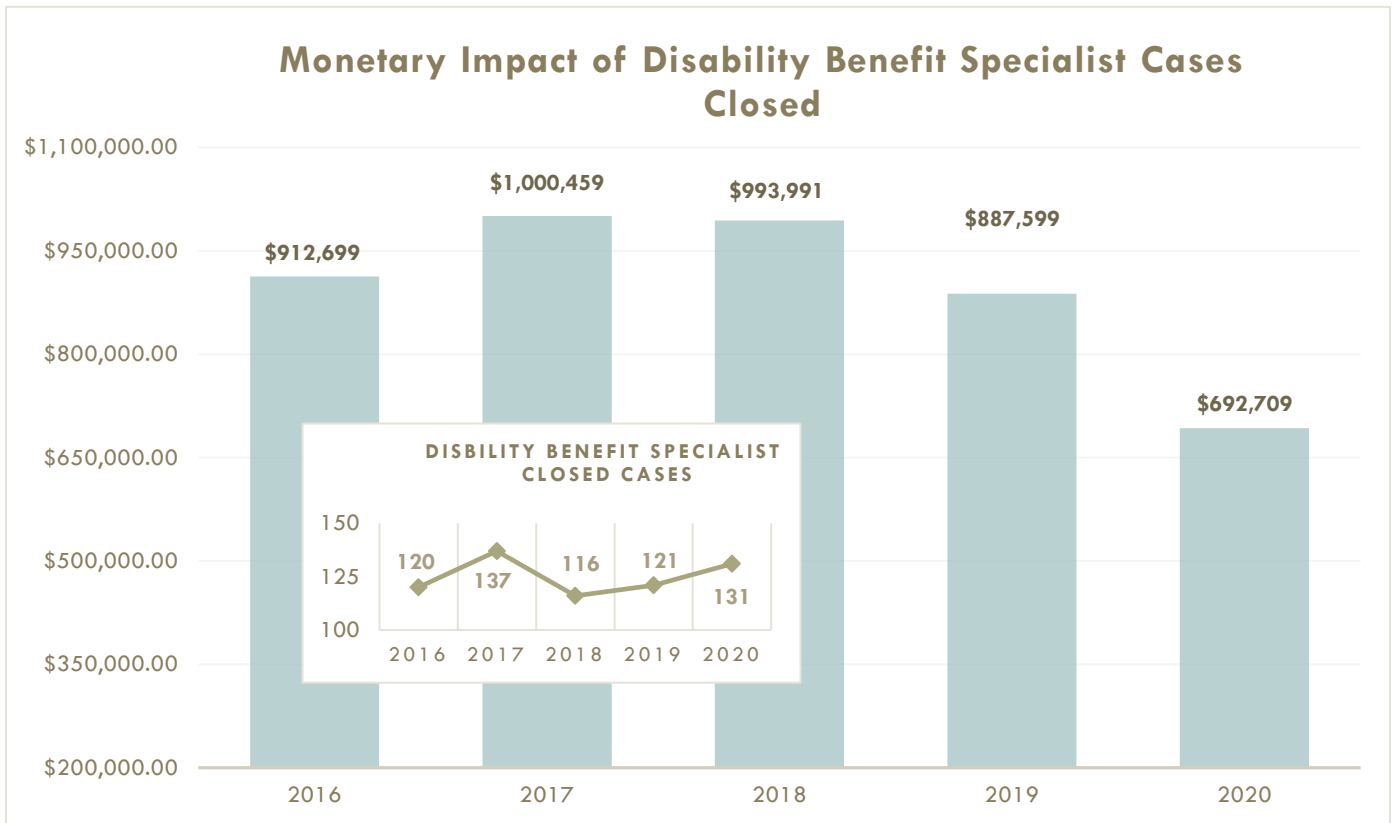
Tracking the activities of the DBS Program provides a measurement to gauge the efforts, activities, and success of the DBS. It also provides an idea of the financial impact the result from the efforts of the Disability Benefit Specialist.

2020 data comes from an internet-based DBS Secure Website. It is also important to note that 2020 was an anomaly. Many decisions made by the Social Security Administration are taking much longer than the typical 4-to-6-month process. In one case, the Disability Benefit Specialist filed an initial application for an individual on July 17th, 2020. As of June 2021, there was still not a decision on the case. Lastly, the type and number of referrals appears to be different than prior years.

Per the Summary Report, the Disability Benefit Specialist closed 131 cases with a total positive monetary impact of \$692,709 in 2020. Of the 131 cases closed, 119 (90.8%) were income benefit applications, including Food Share, General Assistance, SSI/SSDI eligibility and post entitlement applications.

Seventeen (17%) cases were referred to a private attorney for further assistance. The Disability Benefit Specialist provides individuals with assistance on both the first and second appeal when applying for a disability determination with the Social Security Administration. If the decision needs further work in a third appeal, the DBS is required to turn the case over to private practice. If that private practice attorney is successful in assisting the individual to obtain a disability determination, it is not reflected in the overall monetary impact of this program.

NOTE: It is important to note that a switch between databases occurred in late February and 2020 data is missing for the first two months of the year.



Aging and Disability Resource Center:

Aging and Disability Resource Centers (ADRCs) provide information on a broad range of programs and services available to any elderly or disabled individual, their friends and family members, professionals, and the public. ADRC staff provides options counseling and assist people to apply for programs or benefits. The ADRC also serves as the access point for publicly funded long-term care. Personalized assistance is provided by the ADRC staff, over the telephone, on the website, or at an individual’s home.

There are many data collection points for each ADRC activity. The ADRC model in the State of Wisconsin has been measured for several years for its impact and return on investment for the services provided versus the premature need for publicly funded long term-care services. This study is still in progress and data will be forthcoming.

Statewide data indicates that the most frequently selected ADRC activity is information and assistance; this is consistent in Bayfield County. The number of Information and Assistance units decreased in 2020 to 1,135 units but was still the most requested service provided by ADRC staff. Total enrollments into Family Care or IRIS were: 39 in 2020; 48 in 2019; 56 in 2018; 69 in 2017; and 60 in 2016. In general, some services were not sought in 2020 due to the pandemic. Perhaps this is the case for long-term care

support as well. Many individuals did not want additional people in their homes. Additionally, many providers did not provide in home services. The total units of activities (1932) decreased slightly. This may be due to the different way in which many activities were carried out and the longer amount of time it took as there was no face-to-face contact. Follow up activities increased. The primary purpose for follow up is to determine if the information presented to a caller was helpful.

The overall number of activities has decreased over the past 5 years. Individually some activities have gone up and others down. This can be attributed to several things including: switching over to a new database; ongoing programmatic changes by WIDHS in how data is collected; trends in the type of services provided; the measurement of units (individual activities vs. time); and saturation in the scope of assistance needed by the public. Because of this, different ways in which to measure the activities provided by the ADRC are being pursued, such a Return-on-Investment project being conducted by WIDHS. One thing for certain is that the number of units of Information and Assistance provided remains strong. This is the single most important service, which connects people to the resources they are seeking.

The definition of each ADRC activity is listed below:

Disenrollment Counseling: Provides information regarding consequences to disenrollment and alternative choices to customers who choose voluntarily disenrollment from Family Care or IRIS; provides counseling to customers subject to involuntary disenrollment.

Enrollment Counseling: Helps eligible customer complete application and enrollment process for Family Care or IRIS

Long Term Care Functional Screen: Conducts screen

Assistance with Medicaid Application: Helps customer apply for Medicaid.

Follow Up: Contact's customer to determine if their needs were met.

Private Pay Options: Helps customer identify accessible service options for which they will pay.

Options Counseling: Helps customer evaluate and analyze long-term care service options.

Information and Assistance (I&A): Listens to customer inquiry, assesses customer needs, connects customer to service providers, or gains information to meet customer's needs.

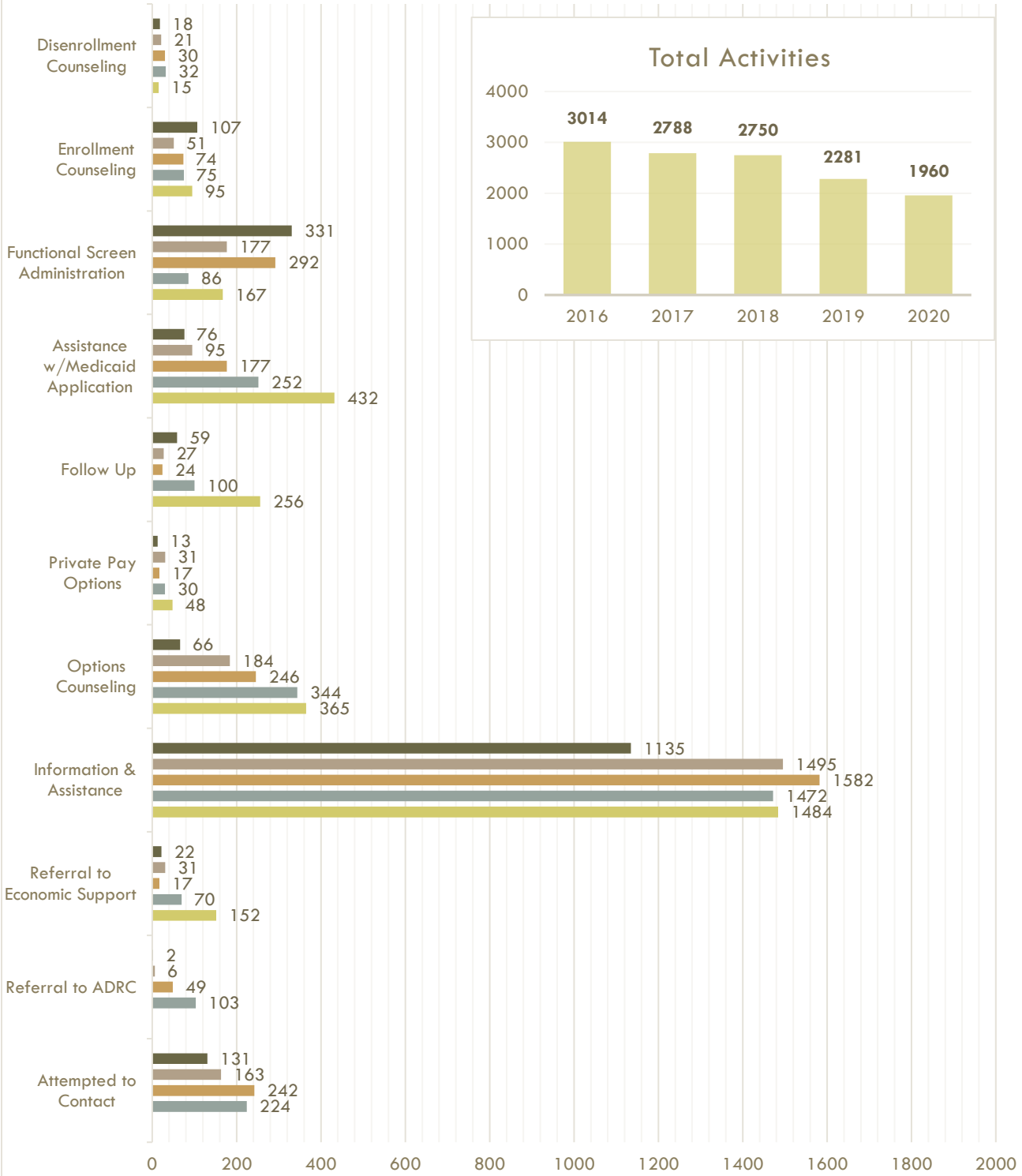
Referral to Economic Support: Refers customer to Economic Support.

Referral to ADRC: Used when referrals are coming to the ADRC from another ADRC and for referrals going to other ADRCs.

Attempted to Contact: ADRC staff attempt to contact an individual, but communication did not occur.

Aging and Disability Resource Center (ADRC) Activities

■ 2020
 ■ 2019
 ■ 2018
 ■ 2017
 ■ 2016



FAMILY SERVICES

Mary Anich, Manager

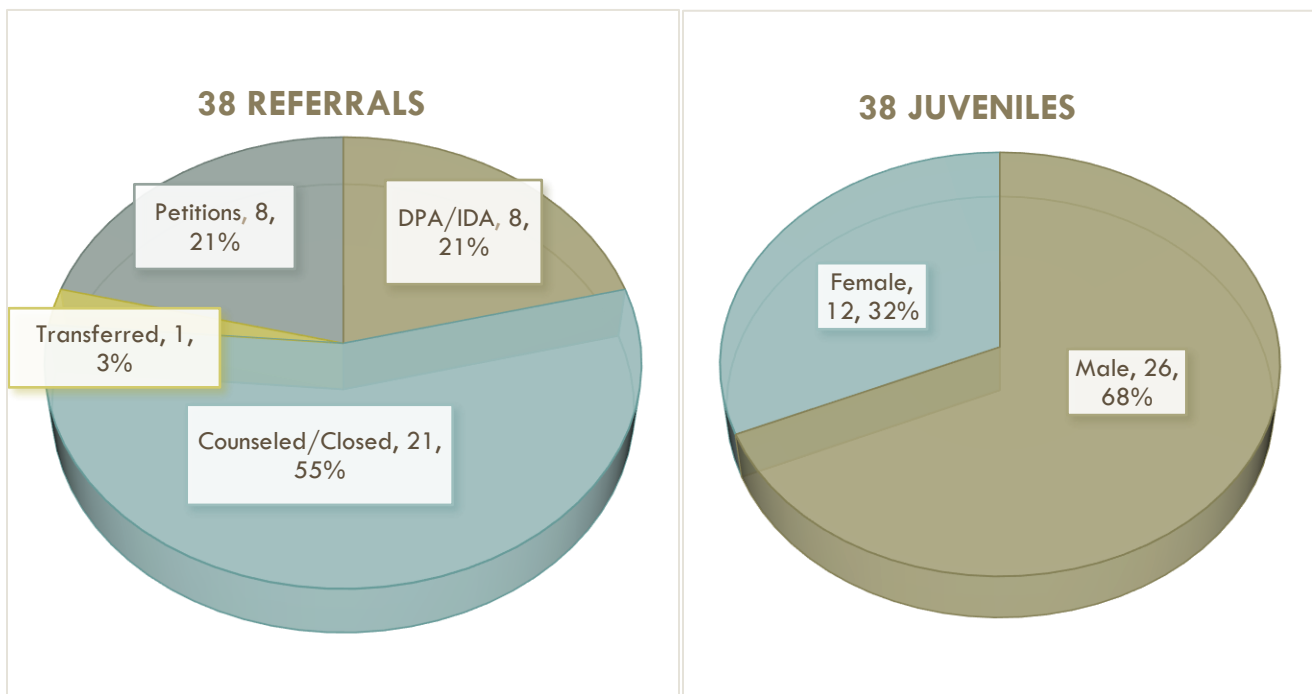
Youth Justice Program Update:

Bayfield County Juvenile Court Intake referrals decreased in 2020. A total of 38 referrals were received, a 30.9 % decrease between 2019-2020. Referrals were made on 26 males and 12 females. Seven youth had multiple referrals. The primary offenses for referrals were Disorderly Conduct (10), Truancy (10), Battery (6), Criminal Damage to Property (5), and Possession of Child Pornography (3).

The Bayfield County Juvenile Court Intake worker processes referrals by mailing out victim statements and setting up Juvenile Court Intake interviews with children and their parent(s). Twenty-one referrals were recommended to be counseled and closed at the time of intake; eight youth were placed on Deferred Prosecution Agreements/Informal Dispositional Agreement (DPA/IDA); five referrals were forwarded to the court to have petitions filed; three youth entered into a Consent Decree, and one referral was transferred out of Bayfield County to the youth's primary county of residence.

Bayfield County used secure juvenile detention facilities for three youth for a total of 86 days; no juveniles were sent to Lincoln Hills or Copper Lake Schools during 2020.

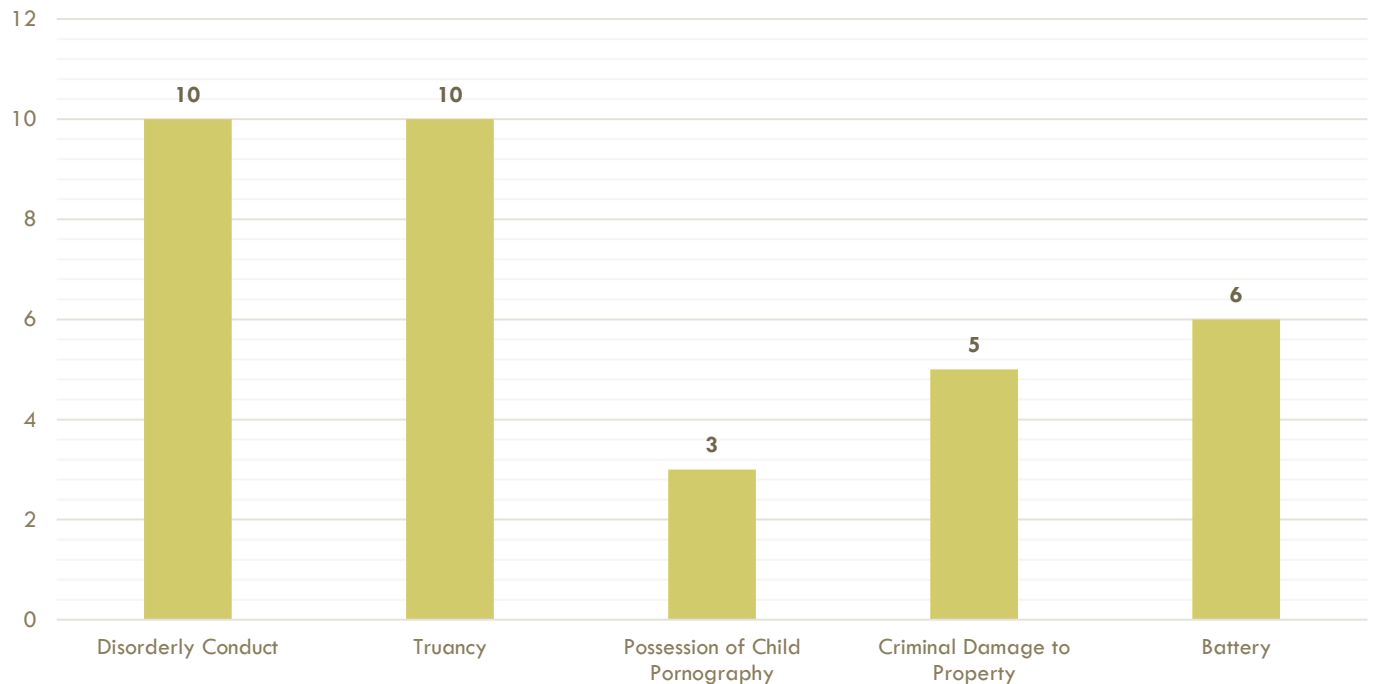
JUVENILE COURT REFERRAL NUMBERS JANUARY – DECEMBER 2020



JUVENILE COURT REFERRALS



2020 Most Common Juvenile Court Referrals by Crime



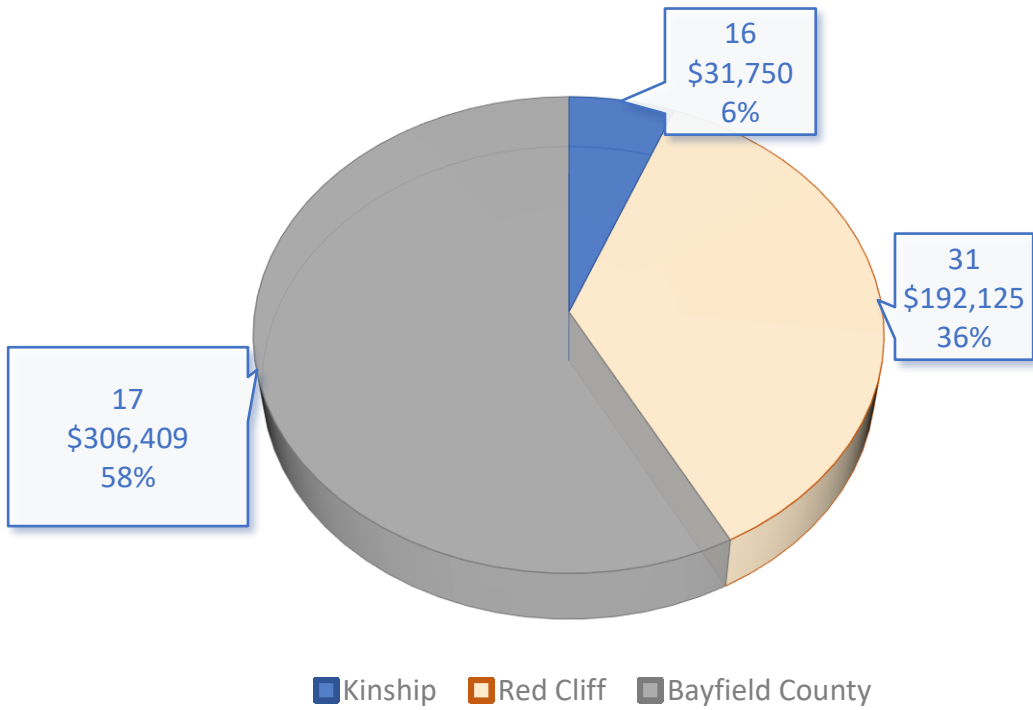
Bayfield County Out of Home Placements:

In 2020, Bayfield County had 17 children placed in out of home care due to child abuse, neglect, and/or maltreatment. Some of these placements last only days, some are longer. This number reflects a 6% increase from 2019, when the County had 16 children placed in out of home care. It is promising to see that Bayfield County had only one more child placed in out of home care in 2020 than in 2019, considering the additional stress and the many changes and challenges that affected families due to the pandemic. Utilization of the Family Specialist as in an “in-home barometer” gave Family Services the opportunity to increase the time spent and the support provided to many of our families who needed extra contact to assure safety, making removal unnecessary. Social workers utilize in-home safety plans to add additional supports for families struggling with safety issues. Research shows that the removal of children from their homes and families creates trauma. Bayfield County Social Workers are committed to reducing childhood trauma, while also reducing the impact of safety issues in the home, keeping children both safe *and* with their families. This process is labor and time-intensive, but it pays off by keeping families together. In Bayfield County, the biggest factor in the maltreatment and abuse of children is untreated substance abuse and mental health issues. Assuring safety means that these needs must be addressed.

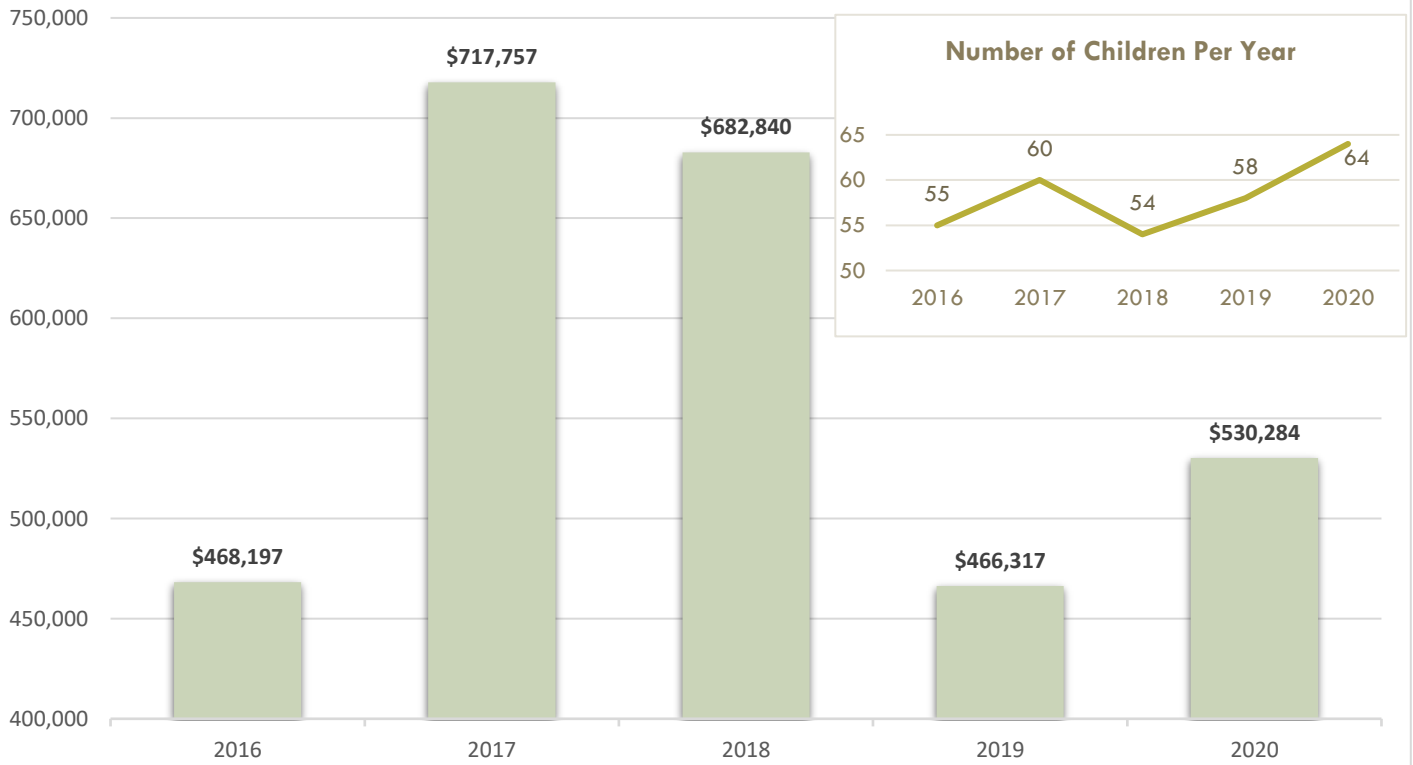
The Red Cliff Tribal Court had 31 children in Foster Care placements in 2020, an increase of five children, or 16%, from 2019. It is important to note that all but one of those 31 children were placed in their home community with relative foster care providers.

Voluntary Kinship Care: Bayfield County had 16 children living with relatives who received Voluntary Kinship Care payments in 2020. This was an increase from six children who were served by the Kinship Care program the previous year. The State regulated monthly support provided to each relative caregiver increased to \$254 a month in 2020, which was a \$16 per month increase from 2019. Total expenditures for Voluntary Kinship Care in 2020 were \$31,750. Bayfield County DHS had no waiting list for the Kinship Care program in 2020.

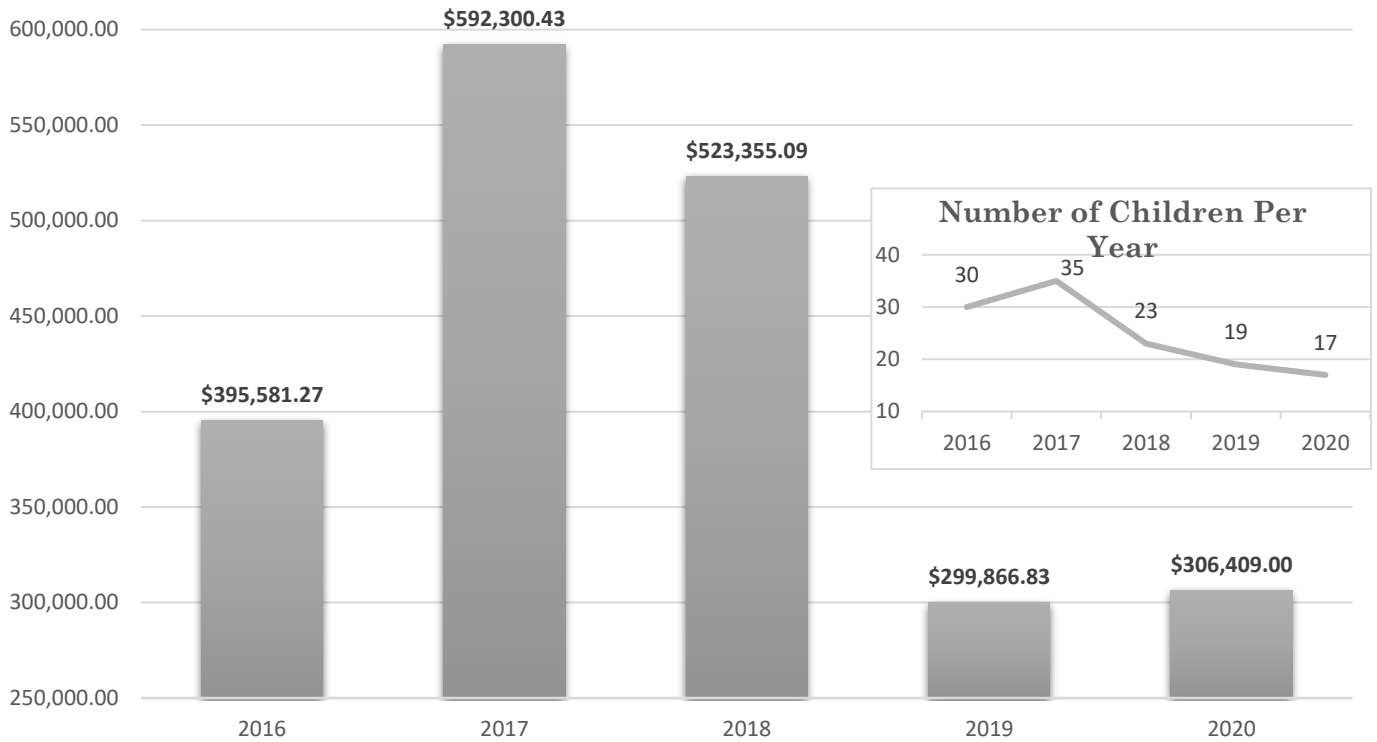
Total Out of Home Placements



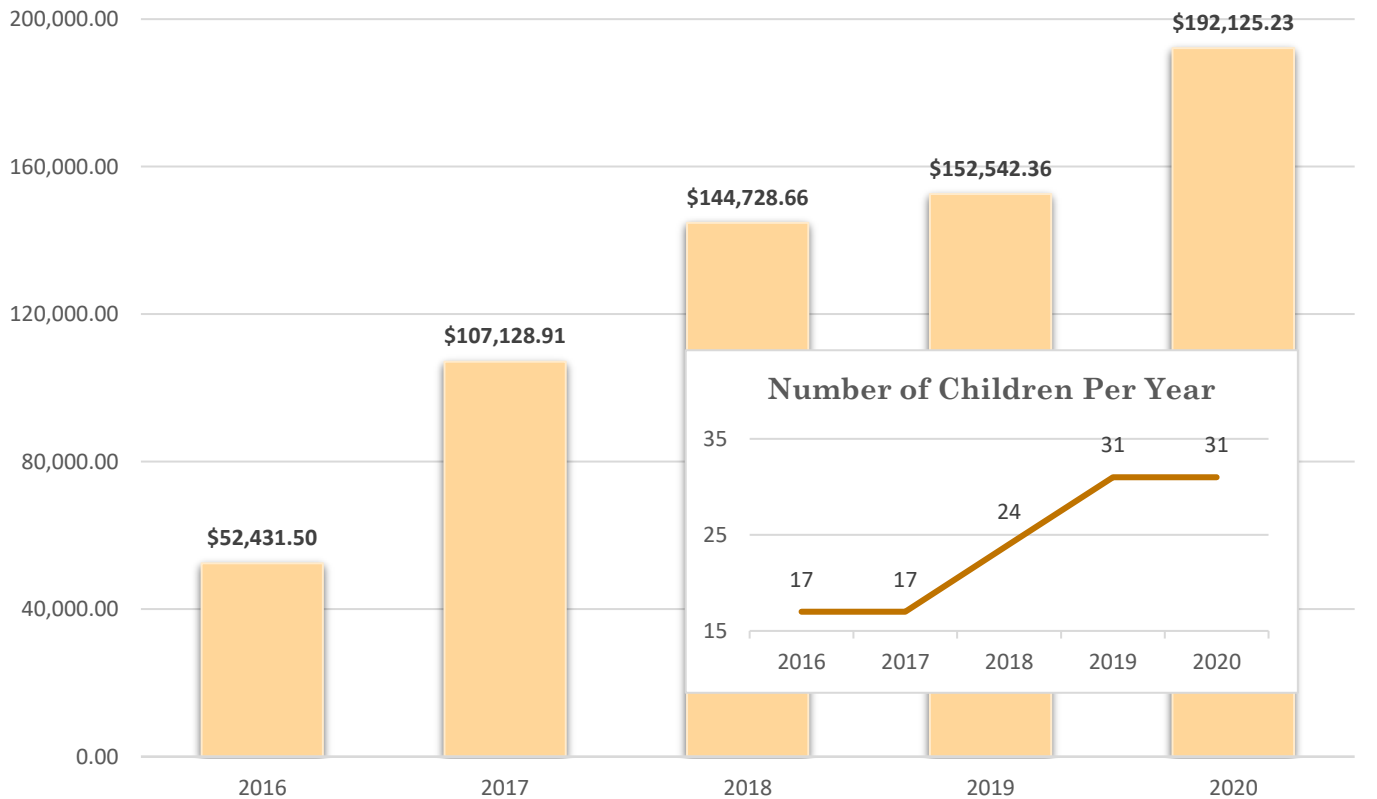
Total Cost of Out of Home Placements



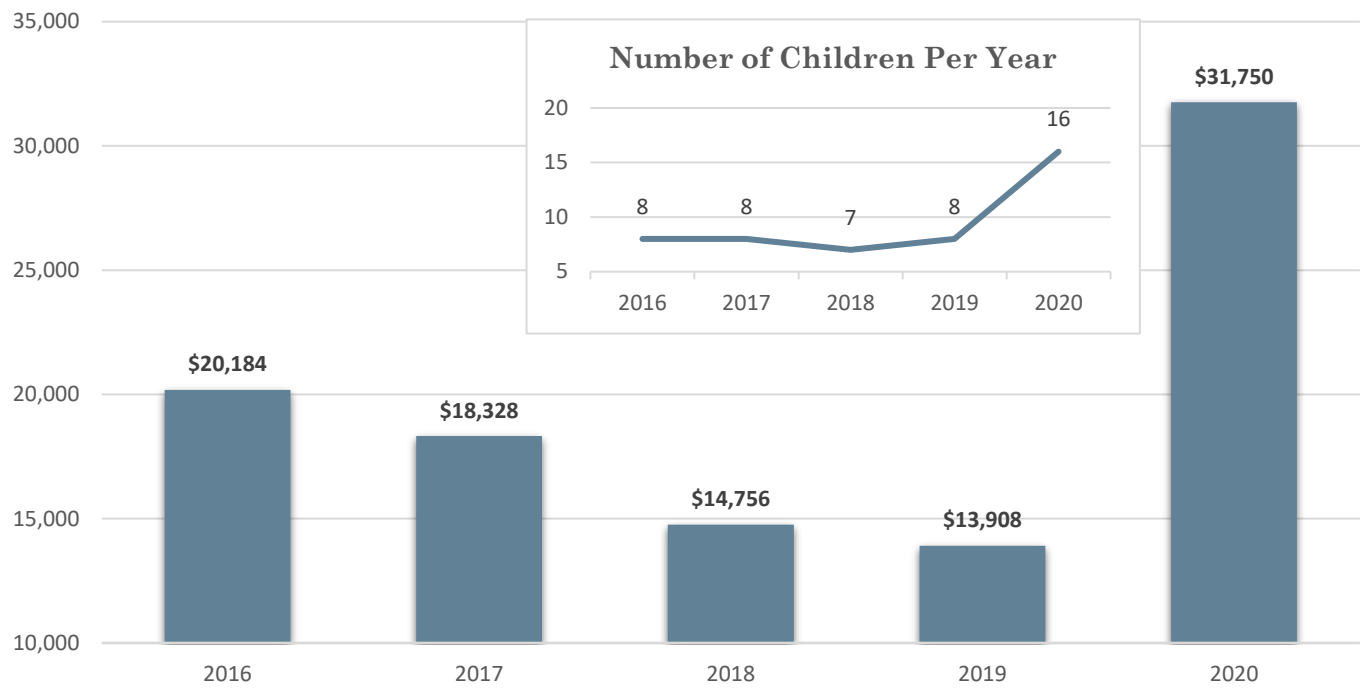
Bayfield County Out of Home Placements



Red Cliff Out of Home Placements

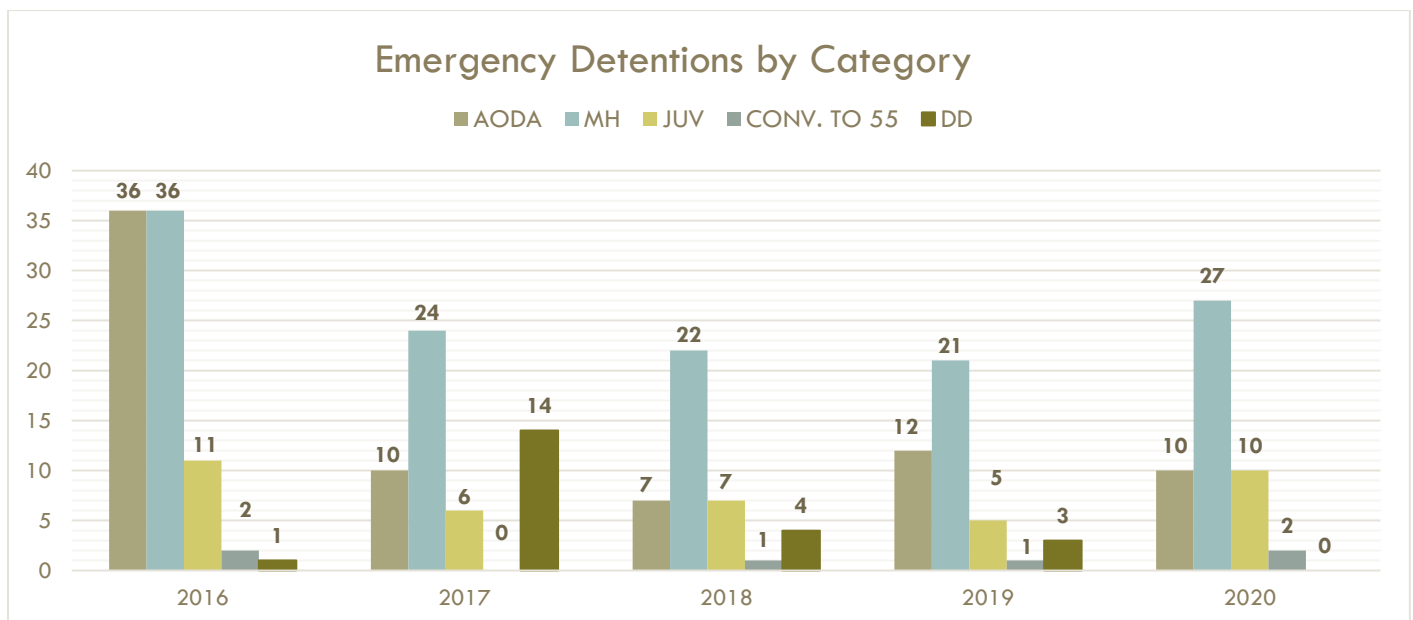
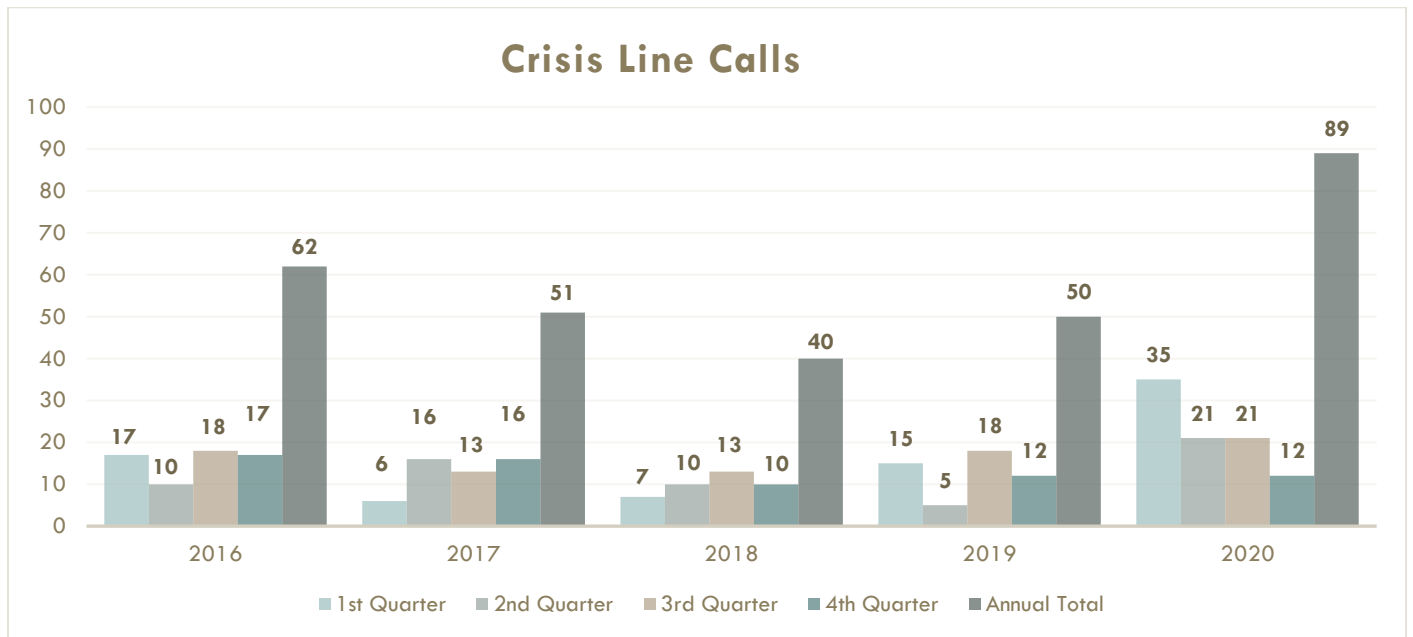


Kinship Out of Home Placements



Bayfield County Crisis Line:

In 2020, the Crisis Line received a total of 89 calls, an increase of 78% over the previous year. It is interesting to note the final quarter of 2020 had far fewer calls than the first three quarters. The Crisis Line is promoted by actively distributing the number and encouraging its use as an after-hours support for current clients. The number is posted on the County's website and is distributed in printed materials created by DHS. Local clinics are routinely provided the number to provide to patients and the inpatient behavioral health unit at MMC provides the County's crisis line number to all patients being discharged.



* The numbers in this chart are duplicative. An emergency detention for a single consumer may appear in more than one category (e.g., both Juvenile and MH, etc.)

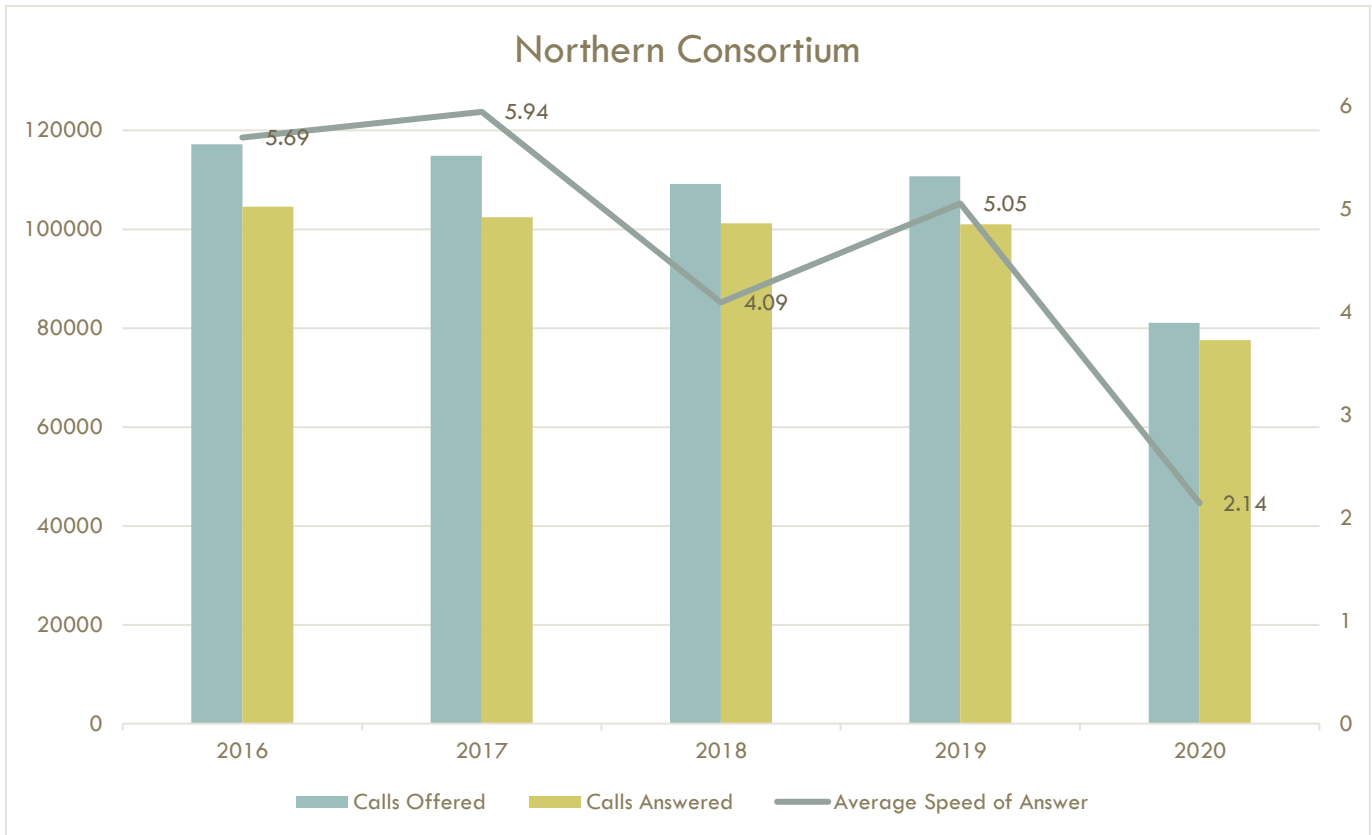
ECONOMIC SUPPORT

Jeanine Spuhler, Manager

Performance Indicators for 2020:

Bayfield County is committed to providing the best possible service to all customers. Bayfield County is a member of the Northern IM Consortium (NIMC). NIMC is a partnership of twelve counties including Ashland, Bayfield, Florence, Forest, Iron, Lincoln, Price, Rusk, Sawyer, Taylor, Vilas, and Wood. Together the consortium delivers public assistance benefits to over 33,000 low-income households. The primary method used to interact with customers is through the NIMC regional call center.

In 2020, the Northern IM Consortium Call Center answered over 77,000 phone calls. The goal of Economic Support is to provide the best possible customer service in a timely and efficient manner. The chart below includes data that measures the efforts of the section the past several years to reach the goals established for customer service. In 2020, the answer rate, average speed of answer, and average handle time improved compared to 2019.



The Economic Support section increased marketing efforts to inform residents of the availability of the furnace repair and replacement services available through the Wisconsin Home Energy Assistance

Program. Outreach efforts included sharing information on the county website, direct mailings to potentially eligible households, and coordination with local heating and electric vendors. As a result of these efforts, there was an increase in participation in the furnace repair and replacement programs in 2020.

