

AGENDA

Fairfax County Board of Supervisors
Health, Housing, and Human Services Committee
February 21, 2017
1:00 pm – 3:00 pm
Government Center Room 11

Meeting called by Supervisor Hudgins

Attendees: Fairfax County Board of Supervisor

Please read: Handouts will be provided at the meeting

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| 1:00-1:30 | A 21st Century HHS System Pat Harrison, CEX Jessica Werder, CEX Michelle Gregory, CEX Laura Yager, CEX Lee Ann Pender, DAHS |
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| 1:30-2:10 | DD Waiver Update Tisha Deeghan, CSB |
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| 2:10-2:30 | Domestic Violence Grant Funding Ina Fernandez |
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| 2:30-2:35 | SCYPT Update Jesse Ellis |
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| 2:35-2:50 | Head Start Anne Marie Twohie |
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| 2:50-3:00 | Q& A |
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Fairfax County

Health & Human Services

A 21st Century HHS System

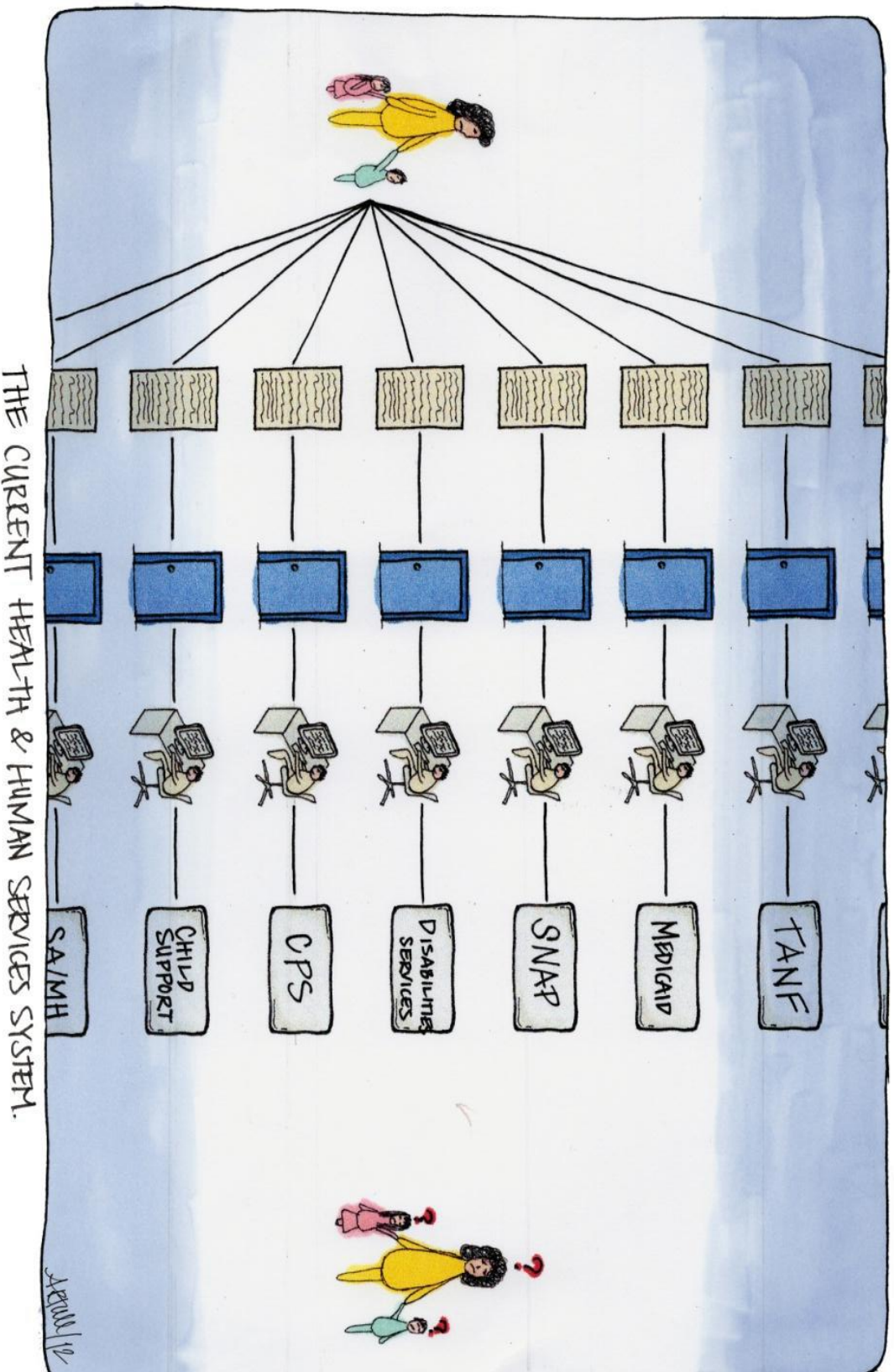
A presentation to the Housing, Health and Human Services
Committee of the Fairfax County Board of Supervisors

February 21st, 2017

Working Together To Achieve Better Results



The Current "System"

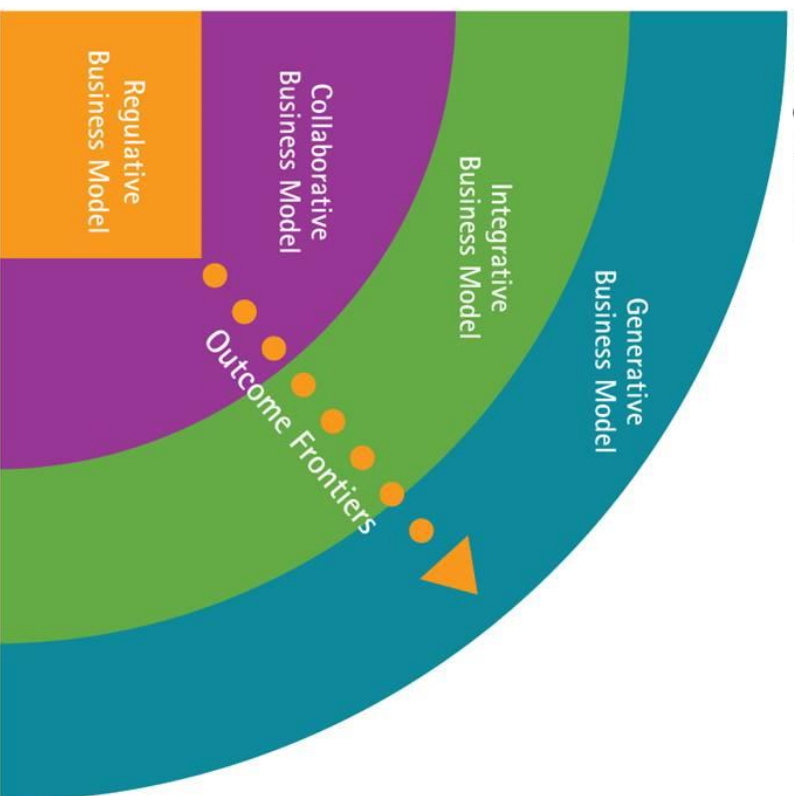


The HHS Value Curve

The Sequential Intercept Model



Efficiency in Achieving Outcomes



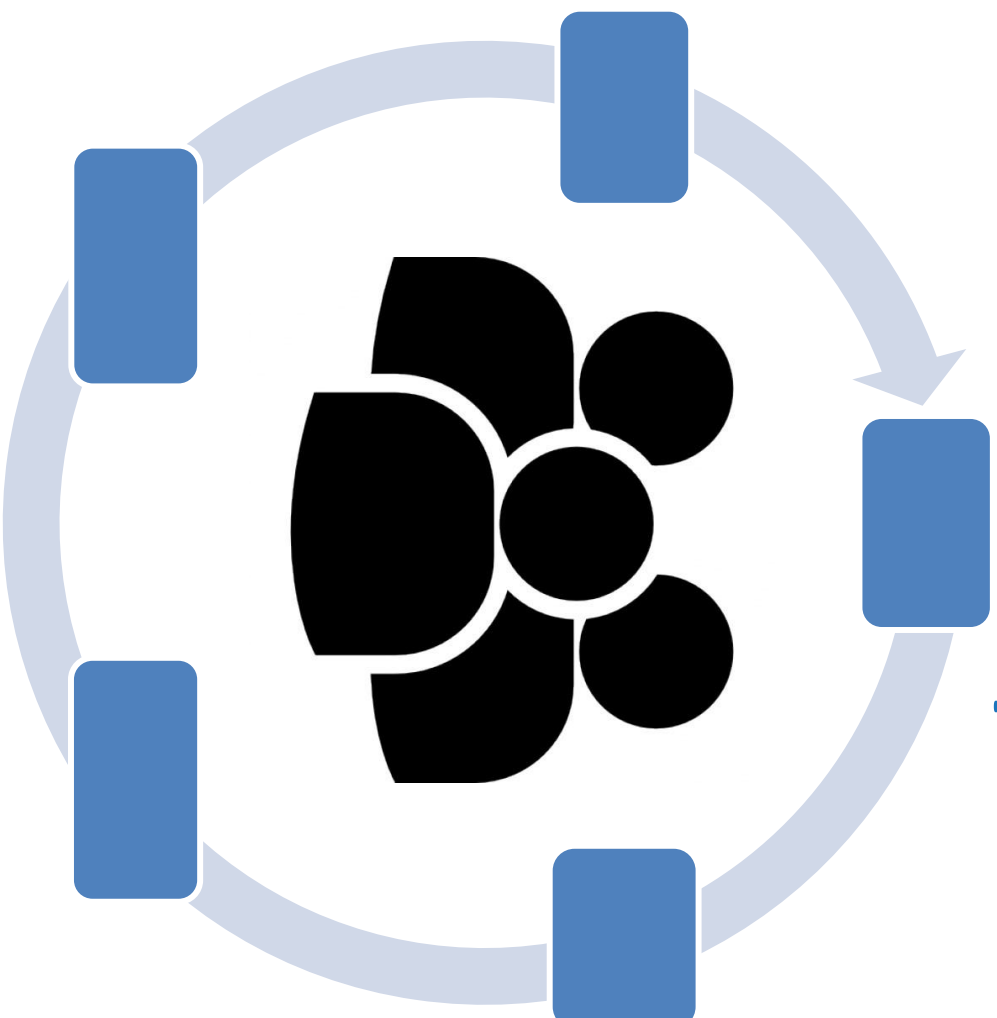
Effectiveness in Achieving Outcomes

Framework for levels of integrated care

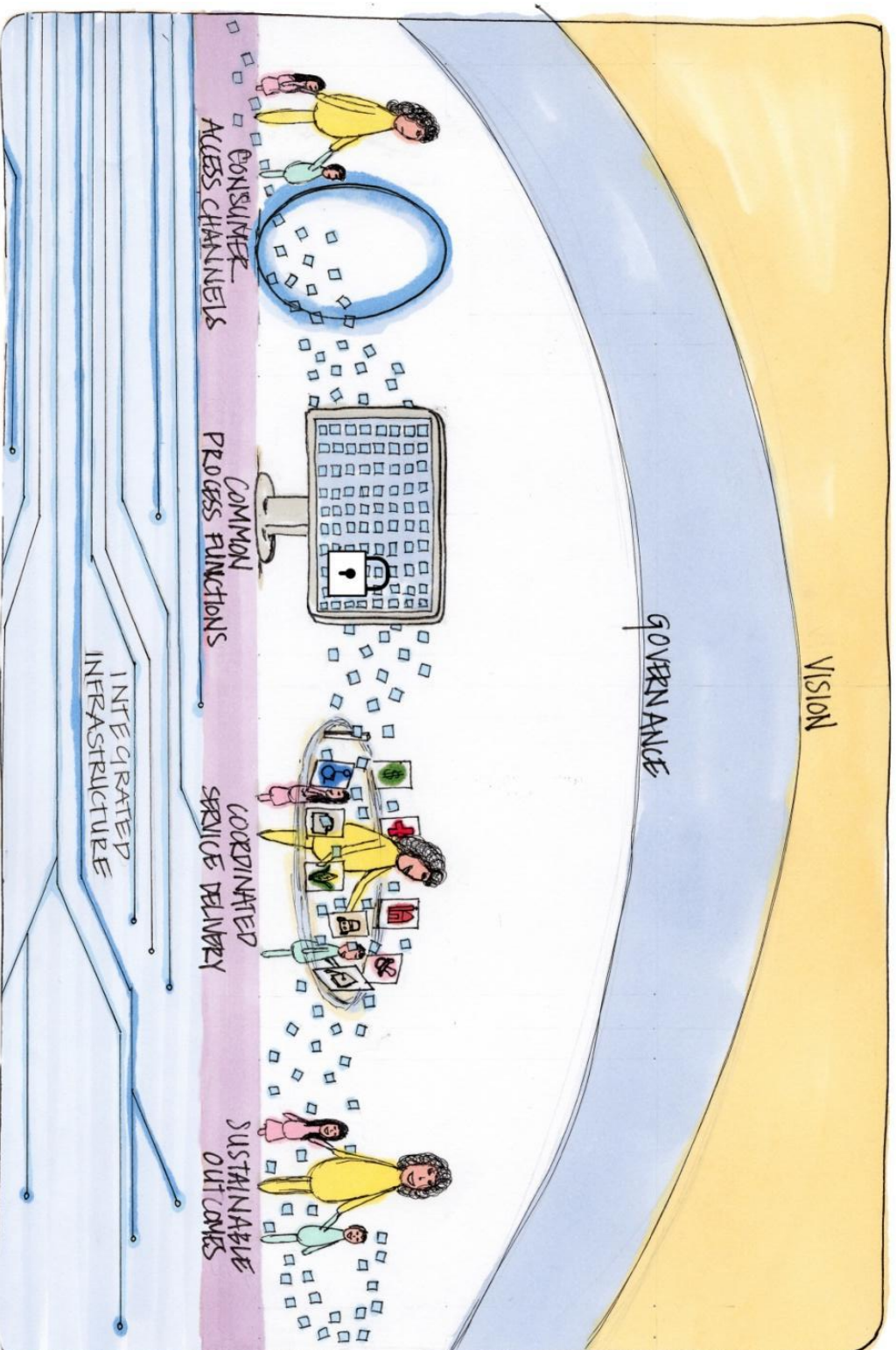
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|---|--|
| COORDINATED KEY ELEMENT: COMMUNICATION | |
| LEVEL 1 Minimal Collaboration | LEVEL 2 Basic Collaboration at a Distance |
| CO-LOCATED KEY ELEMENT: PHYSICAL PROXIMITY | |
| LEVEL 3 Basic Collaboration Onsite | LEVEL 4 Close Collaboration Onsite with Some System Integration |
| INTEGRATED KEY ELEMENT: PRACTICE CHANGE | |
| LEVEL 5 Close Collaboration Approaching an Integrated Practice | LEVEL 6 Full Collaboration in a Transformed/ Merged Integrated Practice |



The Common Thread: Plan for People



Integrated Service Delivery



NEW BUSINESS MODEL FOR INTEGRATED HEALTH & HUMAN SERVICES SYSTEM.



A Quick Video

The Traditional Health & Human Services System



Looking Forward

- Local Practice Changes
- Performance Management and Planning for Outcomes
- Growing Successes – Diversion First as Example
- Building a Strong Organizational Infrastructure
- Information Technology and Data Exchange





Developmental Disabilities & Waiver Redesign Update #3

FY 2018 Forward

Tisha Deeghan

BOS Health, Housing & Human Services Committee

February 21, 2017



Review - July 12, 2016 Board Matter

- CSB must provide equal access to services to individuals with DD as to individuals with ID per Waiver Redesign and Settlement Agreement
 - Provide mandated Support Coordination Services by accelerating planned funding of \$1.2 M for 10 positions
 - Provide non-mandated residential services and drop-in/respite based on medical necessity within current funding
 - Provide non-mandated employment and day services by using existing \$1.6 M Reserve
 - Create waitlists, if funds exhausted

FY 2017 Year-to-Date

- Mandated Support Coordination
 - Successes
 - Serving as single point of entry into integrated service system, responsible for eligibility determination and case management
 - Assessing ~2,000 individuals on Waiver waiting list for priority status
 - Managing newly integrated Waiver waiting list
 - Serving children discharged from Skilled Nursing Facilities as well as adults from specialized out-of-state placements
 - Participating in regional contract for DD Case Management

FY 2017 Year-to-Date (cont'd)

- **Challenges**
 - Lack of clarity on new requirements
 - Lack of efficient/effective business processes & technology
 - Lack of experience with newly eligible DD population
 - Vacancies in Support Coordination
 - Delay onboarding new DD Case Management providers and subsequent referrals for services
- **Non-Mandated Residential & Employment and Day**
 - Service expansion to new DD population minimal

February 21, 2017

- Non-mandated service expansion begins
 - Training new providers on service referrals
- Previous growth projections remain unchanged - for now

Trickle becomes fire hose → unsustainable growth

FY 2018

- **Looming Issues**
 - Supports Intensity Scale (SIS)
 - Individualized Supports Packages/Budgets
 - New Waiver Services
 - “Settings Rule”
 - CCC Plus
 - Quality Measures
 - Funding
 - No proposed increases in case management reimbursement rates
 - No new County funding in the Advertised Budget for non-mandated services

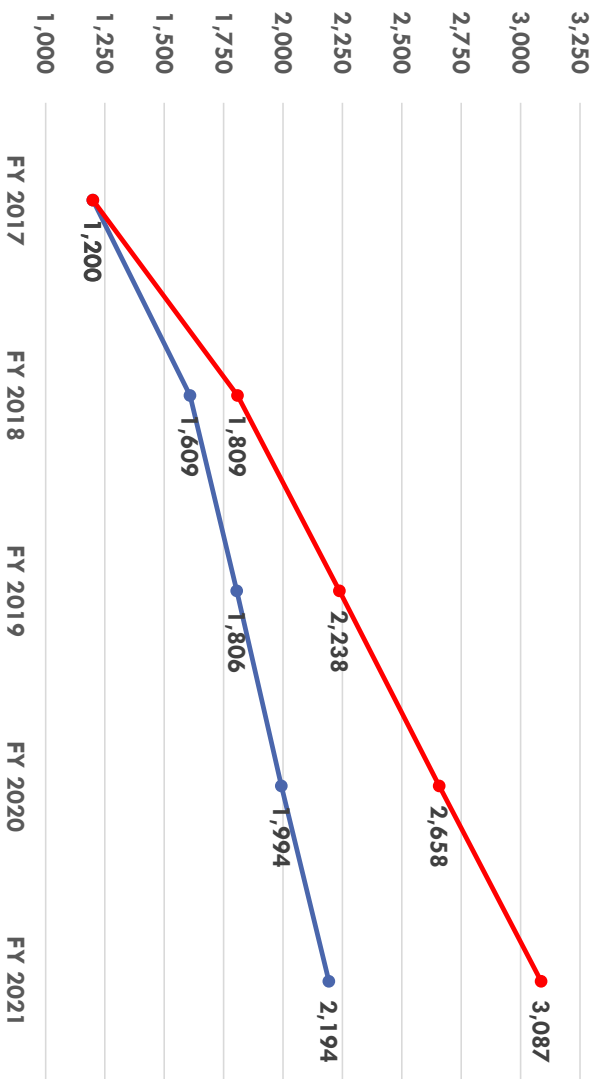
Impact to CSB

- Mandated Support Coordination
 - Based on current information, resources anticipated to meet demand in FY 2018
 - FY 2017-2018 - Increase of \$2.7 M for 26 positions
 - Recent/pending new responsibilities complicate projections of capacity past FY 2018
 - Developing staffing model to predict future needs, based on volume, intensity, scope and duration of services for different populations receiving different combinations of mandated services
 - Evaluating priority access guidelines agency-wide, including providing Support Coordination to non-mandated populations

Impact to CSB *(cont'd)*

- **Non-Mandated Residential/Drop-In/Respite**
 - Based on current information, resources anticipated to meet demand in FY 2018
- **Non-Mandated Employment and Day**
 - Program, as currently designed, unsustainable
 - Projected up to \$6.7 M required in FY 2018
 - CSB has a strategy for an equitable and sustainable service system

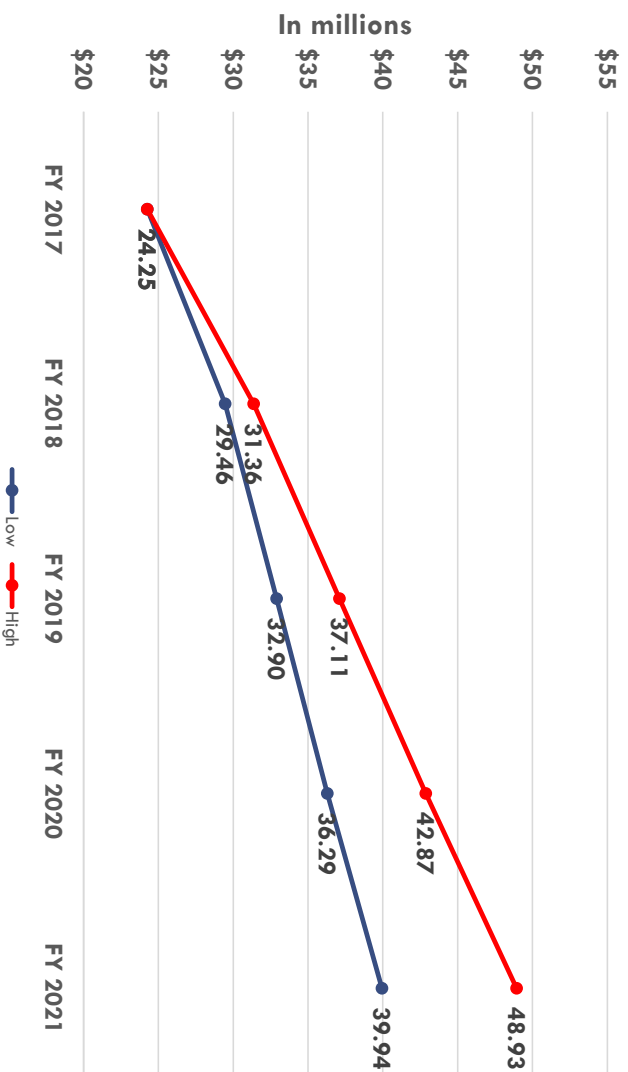
Employment & Day Services FY 2017 - FY 2021 Projected Census CSB estimated demand as of Sept 2016



| Fiscal Year | Low | % Increase | High | % Increase |
|-------------|-------|------------|-------|-------------|
| FY 2017 | 1,200 | | 1,200 | |
| FY 2018 | 1,609 | | 1,809 | |
| FY 2019 | 1,806 | | 2,238 | |
| FY 2020 | 1,994 | | 2,658 | |
| FY 2021 | 2,194 | 83% | 3,087 | 157% |

Employment & Day Services FY 2017 - FY 2021 Projected Cost

CSB estimated demand as of Sept 2016



| Fiscal Year | Projected Cost | Low | % Increase | Projected Cost | High | % Increase |
|-------------|----------------|---------|------------|----------------|---------|-------------|
| FY 2017 | \$24,252,984 | \$24.25 | | \$24,252,984 | \$24.25 | |
| FY 2018 | 29,456,092 | 29.46 | | 31,360,557 | 31.36 | |
| FY 2019 | 32,904,035 | 32.90 | | 37,106,540 | 37.11 | |
| FY 2020 | 36,285,798 | 36.29 | | 42,868,563 | 42.87 | |
| FY 2021 | \$39,943,858 | \$39.94 | 65% | \$48,929,854 | \$48.93 | 102% |

Critical Issue

- Unsustainable census/cost growth due primarily to 100% County-funded services to individuals with ID/DD who do not have a Medicaid Waiver
 - Some likely never will be eligible
 - Others are eligible but on the State's Waiver Waiting List

| | FY 2017 | | FY 2021 | | % Increase | |
|-----------------|--------------|----------------|--------------|----------------|------------|---------------|
| | Census | Cost (In \$M) | Census | Cost (In \$M) | Census | Cost (In \$M) |
| 100 % Local | 693 | \$14.81 | 2,433 | \$37.36 | 251% | 152% |
| Medicaid Waiver | 507 | \$5.37 | 654 | \$7.50 | 29% | 40% |
| | 1,200 | \$20.18 | 3,087 | \$44.86 | | |



* Totals do not include the cost of FASTRAN, rent, personnel, Cooperative Employment and Self-Directed programs.

Cost Containment Options

- Previously reviewed options rejected as too harmful
 - Reduce service amount, intensity, scope and/or duration
 - Reduce/eliminate program enhancement
 - Reduce rates paid to providers
 - Cap funding and/or individuals served

Equitable & Sustainable Service System

- Non-Mandated Employment and Day Services
 - Offer priority access to individuals with Medicaid Waiver
 - Applies to new participants only
 - Ensures neediest individuals per Federal/State criteria served
 - Offer access to individuals without Medicaid Waiver who demonstrate exceptional hardship through set-aside
 - Applies to new participants only
 - Preserves choice of allocating resources based on funding availability

Equitable & Sustainable Service System (*cont'd*)

- Example = \$1.0 M New Recurring Annual Funding
 - Based on current information, CSB estimates receiving ~45-60 new Medicaid Waivers FY 2018 - FY 2021
 - Based on average of \$11,000/year for program enhancement, cost estimated at \$0.5 - \$0.7 M
 - Balance used to serve individuals without Medicaid Waiver who demonstrate exceptional hardship
 - Waitlist triaged by individual/family need, programs incentivizing Employment First and less restrictive/more integrated services
 - Waitlist managed by existing Employment Services Panel (ESP) within corridors of service level

Equitable & Sustainable Service System (*cont'd*)

- Designate FY 2018 as transition year
 - Utilize existing DD Medicaid Waiver Redesign Reserve
 - CSB anticipates being able to serve the vast majority, if not all, individuals currently projected (June 2017 FCPS Special Education Graduates with ID and DD and applicants from community)
- Determine optimal date **no later than July 1, 2018** to
 - Implement new priority access criteria
 - Establish transparent process
 - Establish set-aside

Positive Considerations

- Current cost trajectory is *unsustainable* and *unaffordable* given other CSB, HHS and County priorities
- **NON-MANDATED** service
- “No harm” approach to current participants/providers as they remain fully funded per individual plans
- Begins to align Fairfax eligibility standard with Federal/State eligibility for Medicaid Waiver-funded services and prioritizes services to neediest
- Begins to reset expectations so that families, providers, and FCPS may plan for future and provides time to do so
- Controls growth consistent with DD Medicaid Waiver Redesign and Settlement Agreement

Positive Considerations (*cont'd*)

- Begins to reset cost curve as average cost per individual will begin to decline as 100% County-funded individuals attrite, replacing census with Medicaid Waiver-funded individuals
- Decreases local funding requirements and increases flexibility for *more* people getting *some* service
- Reduces associated cost of **non-mandated** Support Coordination necessary to support 100% County-funded individuals
- Allows reallocation of Support Coordinators to **mandated** services in compliance with Medicaid Waiver Redesign and Settlement Agreement requirements
- May encourage growth of community alternatives, such as private day programs and adult day care

Impacts

- Disrupts longstanding expectation that FCPS Special Education Graduates with ID will have day activities funded 100% by the *County* commensurate with FCPS offerings to attend as desired, with resulting potential hardship on some families with a newly graduated 22-year old family member
- Disappointment from families hoping for day activities for their newly eligible family member with DD who may or may not be an FCPS graduate in any particular year, and who does not have a Medicaid Waiver
- **Requires a larger increase in FY 2019 to address the baseline, once FY 2017-2018 experience can be measured**

Other CSB/County Priorities

- **Diversion First**
 - No new funding in FY 2018 Advertised Budget
 - All County partners are under-resourced across all five intercepts
- **Opioid Epidemic**
 - Evidence-based solutions are grossly underfunded
 - Waitlist will grow, people will overdose
- **Youth Services**
 - Private sector doesn't meet need for affordable outpatient treatment
 - CSB close to starting waitlist as demand has nearly overwhelmed capacity
- **Integrated Care**
 - People with mental illness are dying decades prematurely
 - CSB can afford only 1-2 days/week of access to primary care, wait times significant

Discussion



Domestic Violence Action Center (DVAC)

Overview

February 21, 2017

*A Fairfax County
Community Partnership
working together to end
domestic violence and
stalking through the
support of victims and
their families and the
promotion of offender
accountability.*

**Domestic Violence
Prevention, Policy, &
Coordinating
Council:**

Senior-level decision-makers reviewing policy & practice, and advising the Board of Supervisors

DVAC:
Public/private partnership providing holistic services to victims and offenders of domestic violence & stalking

DV Fatality Review Team: Multi-disciplinary group analyzing domestic violence-related homicides and recommending systemic change

**Fairfax County's
Coordinated Response
to Domestic Violence &
Stalking**

DV Network:

Multi-disciplinary network of service providers & justice professionals coordinating a consistent & comprehensive response to domestic violence

Lethality Assessment Program:

Multi-disciplinary team coordinating effective implementation of county-wide program & reviewing data and trends on victims in high risk of lethality

Faith Communities In Action DV Prevention Committee:

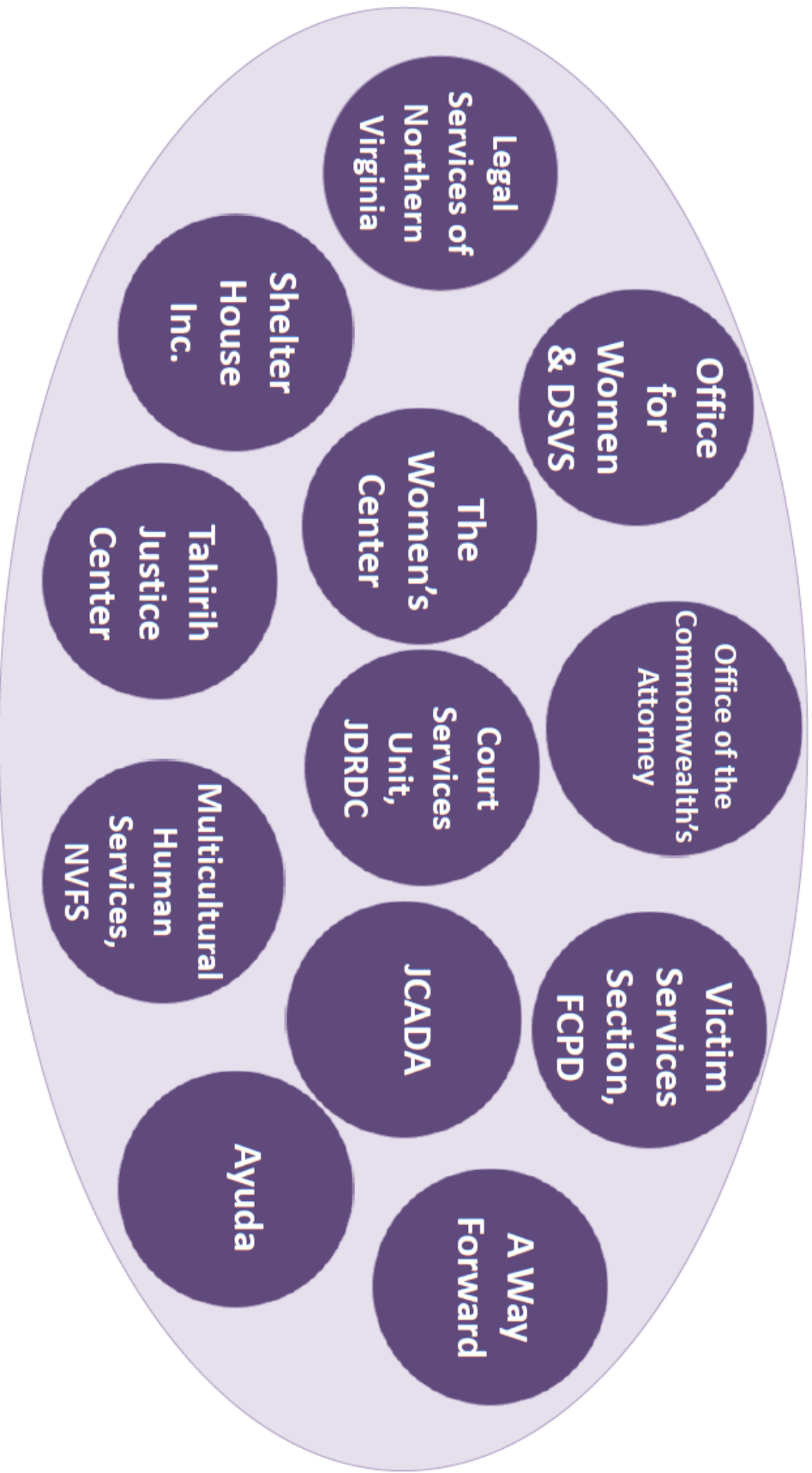
Diverse membership of religious and secular leadership raising awareness in the community

Mission

- Comprehensive, **co-located service center**, Staffed by county agencies & community non-profit partners.
- Provide **culturally responsive information and support services** for victims of intimate partner domestic and sexual violence and stalking.
- Promote the accountability of offenders of these crimes through **specialized prosecution and offender supervision**.

Advisory Team

DVAC Project Manager



Legal Services of Northern Virginia

Office for Women & DSVS

Office of the Commonwealth's Attorney

Victim Services Section, FCPD

A Way Forward

The Women's Center

Court Services Unit, JDRDC

JCADA

Shelter House Inc.

Tahirih Justice Center

Multicultural Human Services, NVFS

Ayuda

DVAC Project Partners

- FY 2010-2012: Five Founding Partners
- FY 2012-2014: Six Additional Partners
- FY 2014-2017: One Additional Partner
- FY 2017-2020: Application includes 16 Partners

Service Locations

- Co-located Office: Fairfax Historic Courthouse
- Advocate of the Day: Domestic Relations Intake, Fairfax Courthouse (Feb. 2013)
- Advocacy Services: South County Human Services Center (Oct. 2016)

DVAC Project Funding

- Department of Justice's Office on Violence Against Women (OVW) Grant
 - 2010 – 2012: **\$800K**
 - 2012 – 2014: **\$900K** in Continuation Funding
 - 2014 – 2017: **\$900K** in Continuation Funding
 - 2017 - 2020*: **\$900K** in Continuation Funding

*Current Application

Grant-Funded Staff

Office of the Commonwealth's Attorney

- Specialized Prosecution
- Assistant Commonwealth Attorney II (1.0 FTE)

Juvenile and Domestic Relations District Court

- Monitoring Services-Civil Protective Orders
- Probation Officer II (1.0 FTE)

The Women's Center: Required Non-Profit

- Advocacy and Counseling Services
- Community Victim Advocates (2.0 FTE)
- DV Program Manager (0.25 FTE)

Other Grant-Funded Expenses

- Language Interpretation Services
- O/VW Mandatory Training and Travel
- Practical Assistance (Emergency Services)
- Printing

In-Kind Services-On Site

Jewish Council Against Domestic Abuse (JCADA)

- Therapist (once per week)

Northern Virginia Family Service (NVFS)

- Bilingual Therapist (once per week)

The Women's Center

- Program Manager (.12 FTE)

Office of the Commonwealth's Attorney

- Assistant CWA (1.0 FTE)

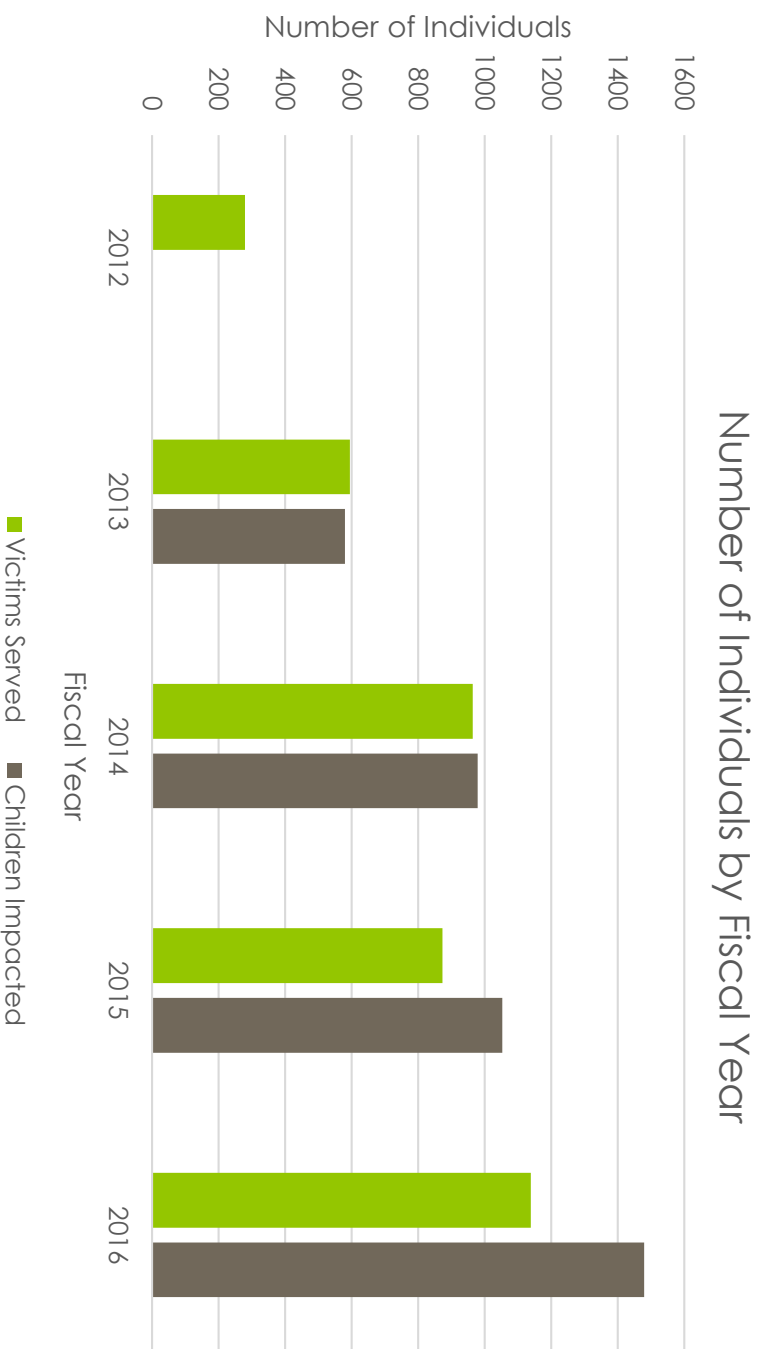
In-Kind Services-On Site

Office for Women & Domestic and Sexual Violence Services (OFWDSVS)

- DVAC Project Coordinator (1.0 FTE)
- Advocacy Services Supervisor (1.0 FTE)
- Victim Advocates (5/5.0 FTE)
- Housing and Economic Specialist(1.0 FTE)
- Intake Coordinator (1.0)
- Sexual Assault Counselor (0.4 FTE)
- Children's Counselor (0.2 FTE)

Clients Served/Children Impacted

Impacted



Summary

- Over **4,000 (4,374)** victims served since DVAC's inception six years ago
- Over **4,500 (4,768)** children in those homes impacted
- Consistently, **60%** of the children impacted have been under the age of 8

Our Impact

o Victim Services

- o In FY16: 97% of victims report increased knowledge about their resources

o Implementation of the Lethality Assessment

- o In the first year-80% of the high danger victims identified by FCPD spoke with the LAP Hotline Advocate

o Increased Offender Accountability

- o The Protective Order Compliance Monitor supervises **40-50** cases each review period
- o The DV Prosecutors have prosecuted **3,901** cases during FY12-FY16
- o LAP information being used in criminal accountability

Benefits to the Community

- DVAC has become the “HUB” for DV
- Enhanced partnerships with the military
- Enhanced sustainability through increased in-kind resources
- Increased legal resources for victims
- Implementation of the Lethality Assessment
- Holistic assessments for victims to enhance services
- Enhanced Offender Accountability
- Improved coordinated community response

Benefits to the Community

- Expansion of services to South County
- Ensured Legal Representation in Misdemeanors
- Enhanced Services to Underserved Populations
- Increased Access to Professional Training
- Partnership and CCR has encouraged our community to come together on service gaps

Thank You: A Victim's Words

"I feel much better, and I am not what I was in those days. It has been almost a year. I don't have the headache of someone terrorizing me and my son in the house".

Funding Summary

- The annual breakdown in funding is as follows:
 - County Operating Expenses: \$9K
 - County Personnel: \$1 66K (1.5 FTE grant positions)
 - Contracted Agency: \$125K
- If the County is awarded funding, no additional resources are needed. However, if the County does not receive funding and the Board wishes to continue the DVAC program, additional funding of \$300,000 and 1.5 FTE positions would be needed in FY 2019.

Projected to serve approximately 1,100 victims

Contacts

- DVAC Project Manager, Teresa Belcher
Teresa.belcher@fairfaxcounty.gov ,
703-324-9406

- OFWDSVS Director, Ina G. Fernández,
Ina.fernandez@fairfaxcounty.gov
703-324-5723




A Fairfax County and community partnership working together to end domestic violence and stalking through the support of victims and their families and the promotion of accountability of the offenders of these crimes.

Fairfax Historic Courthouse, 4000 Chain Bridge Road, Fairfax, VA 22030
Intake & Information Line: (703) 246-4573

DVAC Partner Services

The Domestic Violence Action Center (DVAC) is a comprehensive, co-located service center, staffed by county agency and community non-profit partners, created to provide culturally responsive information and support services for victims of domestic violence and stalking, and their families, as well as to promote the accountability of offenders of these crimes through specialized prosecution and offender supervision.

| | |
|---|---|
|  <p>A Way Forward</p> <p>The purpose of A Way Forward is to help survivors of domestic and sexual violence in Fairfax County, VA transition to safe and independent living by providing assistance for emergency services such as temporary housing, transportation, food and other basic life needs. A Way forward also provides limited financial assistance to professional staff for training.</p> <p>www.awayforward.org</p> |  <p>Ayuda</p> <p>Ayuda is a non-profit organization advocating for immigrants through direct legal, social and language services, training and outreach in the Washington DC metropolitan area. Help is provided in the fields of immigration, domestic violence and sexual assault, children and youth support networks and interpretation. Ayuda partners with DVAC through the Children's Project, helping youth and children exposed to abuse, neglect or abandonment.</p> <p>www.ayudainc.org</p> |
|  <p>Court Services Unit, Fairfax County Juvenile & Domestic Relations District Court</p> <p>The Court Services Unit provides services to the judges and clients of the Fairfax County Juvenile and Domestic Relations Court (JDRDC).</p> <p>As a DVAC partner, the JDRDC Court Services Unit employs a Protective Order Compliance Officer to monitor the conditions of civil protective orders and operates a supervised visitation program for families impacted by domestic violence.</p> <p>www.fairfaxcounty.gov/courts/jdr</p> |  <p>Jewish Coalition Against Domestic Abuse (JCADA)</p> <p>JCADA delivers comprehensive services to victims of domestic and dating abuse and educates future generations about developing healthy relationships.</p> <p>JCADA supports victims of domestic and dating abuse by providing a helpline, crisis counseling, safety planning and information referral services to all victims of abuse – women, men and teens. As a DVAC partner, JCADA provides clinical services.</p> <p>www.jcada.org</p> |
|  <p>Legal Services of Northern Virginia (LSNV)</p> <p>LSNV is a non-profit public interest law firm that provides free legal assistance to low-income residents of Northern Virginia.</p> <p>LSNV coordinates a pro bono attorney-of-the day program for victims of domestic violence to receive legal assistance in protective order cases. LSNV also provides DVAC clients drop-in legal clinics or information sessions to help them prepare for court.</p> <p>www.lsnv.org</p> |  <p>Northern Virginia Family Service (NVFS)</p> <p>NVFS is a non-profit organization that empowers individuals and families to improve their quality of life, promotes community cooperation and support in responding to family needs.</p> <p>The Multicultural Center programs of NVFS serves as a DVAC partner offering a broad range of mental health, social, educational, health and language services geared to the unique values and characteristics of individuals and families from diverse cultures.</p> <p>www.nvfs.org</p> |

Updated January 2015



All services are provided regardless of race, gender, ethnicity, national origin, age, disability, religion, gender identity or sexual orientation. Fairfax County is committed to nondiscrimination on the basis of disability in all county programs, services and activities. Please call 703-246-4573 or TTY 703-324-5706 to request reasonable accommodations.



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Fairfax Historic Courthouse, 4000 Chain Bridge Road, Fairfax, VA 22030
Intake & Information Line: (703) 246-4573



Fairfax County Office For Women & Domestic and Sexual Violence Services (OFWDSVS)

OFWDSVS offers compassionate and comprehensive state-accredited programs for women, men, teens and children who have been affected by domestic and sexual violence and stalking.

Services include a 24-hour hotline, counseling and advocacy, community outreach and education, access to safe shelter and other resources, and programs for offenders.

www.fairfaxcounty.gov/ofw



Fairfax County Office of the Commonwealth's Attorney

As the chief law enforcement officer in Fairfax County, the Commonwealth's Attorney prosecutes criminal cases that occur within the county.

As a DVAC partner, the Office of the Commonwealth's Attorney employs two specialized Domestic Violence prosecutors to prosecute offenders of domestic violence and stalking in Fairfax County Juvenile & Domestic Relations District Court and Circuit Court.

www.fairfaxcounty.gov/living/legal



Shelter House, Inc.

Shelter House is a community-based, non-profit organization serving homeless families in Fairfax County. Shelter House operates Artemis House, the county's 24-hour crisis domestic violence shelter (703-435-4940).

Artemis House staff and clients utilize DVAC space and services for a friendly environment before or after court visits.

www.shelterhouse.org



TAHIRIH JUSTICE CENTER

Tahirih Justice Center

The Tahirih Justice Center is a non-profit organization that works to protect immigrant women and girls seeking justice in the United States from gender-based violence. Tahirih's innovative and comprehensive approach leverages pro bono resources to provide a combination of legal services, advocacy, and public education programs.

At DVAC, Tahirih provides drop-in legal clinics or information sessions to help victims prepare for court or better understand their legal options.

www.tahirih.org



Fairfax County Police Department's Victim Services Section

The Victim Services Section has a multilingual staff available 24 hours a day to serve residents of Fairfax County, Fairfax City, Herndon and Vienna, who are victims of crime and also family and friends of victims of homicide and manslaughter.

Victim Service Specialists assist victims with crisis intervention, telephone outreach, information about the criminal & civil justice systems (including victims' rights information and assistance in applying for crime victims compensation), court accompaniment and witness preparation.

www.fairfaxcounty.gov/police



The Women's Center

The Women's Center is a non-profit organization whose mission is to significantly improve the psychological, career, financial and legal well-being of women and their families regardless of their ability to pay.

The Women's Center deploys a team of Community Victim Advocates to DVAC to assist victims with crisis intervention, safety assessment and plans, court accompaniment, information about protective orders, emotional support and information and referrals to legal, counseling and other social services.

www.thewomenscenter.org



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