

APPENDIX B
NEW OR EXPANDED POSITION REQUEST

I. GENERAL INFORMATION

Department: Department of Social Services

Date: 06/20/2023

Position Requested: CLTS/CCS Social Worker
(If unsure of classification, indicate "To be determined")

FT PT FTE _____ %
Number of Positions: 6

Division Position Will Be Assigned To: Children's Support Services
(Indicate NA if not applicable)

Projected Start Date of Position: 09/01/2023 through 2024

Priority Number of This Position: _____
If you are requesting more than one position, prioritize all your requests and indicate the priority number of position.

II. FULL EXPLANATION OF NEED FOR POSITION

A. Is this position request compatible with the County's mission statement?

Yes, it supports the health and safety of children and families.

B. What is your department's mission statement and how does position support this mission and/or department strategic plan?

Mission Statement: We strengthen individuals and families by coordinating and providing resources that promote safety and maximize independence to build a strong and healthy community.

The Children's Long-Term Support (CLTS) program provides Medicaid funded services for children who have substantial limitations in their daily activities and need support and services to remain safely in their home and community. A child's eligibility is based on his or her functional limitations, which includes a physical, developmental, or emotional limitation that restricts a child's ability to carry out daily living activities, such as dressing, eating, communicating or mobility. The CLTS program is a voluntary program, funded by the federal and state government. The CLTS program can help pay for supplies, services, and support above and beyond what private health insurance or Medicaid covers. CLTS services and support are implemented based upon the goals and outcomes that the child and family identify with their social worker. Examples of services and supports that the CLTS program can fund include home modifications such as a fence for safety or wheelchair ramp, caregiving services such as respite or supportive home care, and adaptive aids such as a service animal or an adaptive bicycle.

In Marathon County, the CLTS program is vital to the support of families, many of which without the assistance would be unable to provide for the care of their children safely.

***STRATEGIC PLAN

C. Indicate reasons for asking for position including purpose of position, applicable workload data and trends, etc. **plus attach relevant supporting data.** If more than one position of the same classification is being requested, also justify the number requested.

The Children's Long-Term Support (CLTS) Waiver Program provides funding and support for families who have children with disabilities, who are Medicaid eligible, so they can care for their children at home and participate in their communities. The Program is funded by the federal and state government but administered at the county level, so families typically work directly with their county to apply for and receive CLTS services. MCDSS holds the contract with DHS for this program. The CLTS program provides services to families including case management, respite care, adaptive aids, medical supplies, and therapeutic resources that are not covered by other funding sources. In Marathon County, the CLTS program is vital to the support of families, many of which without assistance would be unable to provide for the care of their children safely. CCS works to stabilize and address mental health and substance use concerns and is meant to help with recovery; MCDSS is a contracted provider for CCS services, with North Central Health Care holding the license.

As of May 2023, Marathon County Social Services has 16 social workers, 1 clinical case manager (required for CCS oversight and can oversee up to 100 cases) and 1 supervisory position within the CLTS/CCS team. MCDSS is currently serving 79 CCS youth and 384 CLTS youth. Youth receiving CCS services within MCDSS are dually eligible and enrolled in the CLTS program if served by MCDSS; some youth only enrolled in the CLTS program are eligible for CCS, however, are not enrolled due to eligible CCS therapy provider shortages. Marathon County CLTS/CCS Social Workers are carrying a case load an average of 33 families each currently. There is not an evidence-based case load recommendation for this service, however we know that to deliver the level of service expected in Marathon County, reasonable caseloads must be maintained. Marathon County desires for the CLTS/CCS case load blend to be an average of 30 cases per worker.

Historically, CLTS has experienced a waitlist to determine eligibility. In January 2021, the Wisconsin Department of Health Services (DHS) implemented state-level budget and enrollment administration for the CLTS program, which promotes statewide consistency in access, enrollment, and service planning by funding services at the state level for all enrollments. State-level budgeting ensures waiver program service funding for all enrollments. Through the state budget, DHS has been awarded funds to eliminate the waiting list for children eligible for the CLTS program. DHS will monitor Marathon County's compliance with achieving continuous enrollment for the CLTS program.

In June of 2022, Marathon County had eliminated our waitlist however, Marathon County is not unlike other counties in that due to the increase in referrals and the current workforce status, that a waitlist was started in Marathon County beginning 1/6/2023. The wait list as of May 2023 has 78 children waiting to be assessed to determine their service eligibility. All children referred must be assessed and most children referred to this program are eligible for services, requiring a social worker from MCDSS to be assigned for ongoing case management. Referrals are steady to the CLTS program, growing the waitlist daily. The following are the number of referrals each month in 2023: January = 22, February =12, March= 15, April =17, and May =16.

From 2019 to the end of 2023, the CLTS enrollment is projected to increase by 285 clients, which is a 141% increase. With the projected increase and the waitlist numbers in Marathon County currently, we are requesting 6 additional CLTS positions to serve the children on the waiting list (78 children as of May) , ensure continuous enrollment in services for the 81 referrals currently being assessed for services (typically about 95% are eligible, totaling 77 cases of which in our current caseload mix, 20% are dually eligible CCS/CLTS, work to regularly maintain a no-waitlist status and assist in balancing the current over case load sizes of current staff. Supporting additional staff to the CLTS/CCS team in Marathon County will allow us to reduce wait times to access long term support services for children; this is important because it can have a significant impact on the wellbeing of children and families. Children with disabilities or special health care needs require ongoing support and services to help them thrive and achieve their full potential. However, when there are long wait times to access these services, it can cause unnecessary stress and anxiety on families, delay interventions, and result in a negative impact on a child's development. Families may also resort to seeking services from providers who do not specialize in caring for children with special needs, which can also be detrimental to a child's health and wellbeing. Additionally, when children do not receive the appropriate services and support timely, they may require more extensive interventions later. Reducing wait times and reducing caseloads allows faster access to long term and mental health support services for children with special healthcare needs. This is crucial for promoting positive outcomes for children and their families.

- D. What benefit will the position provide to the County? How does the position improve/enhance customer service and/or address community needs?

The increased position hours will benefit children with disabilities, and their families, by providing case management services, which will assist the families in accessing supports and services to support their children remaining in their home and community. Services include, but are not limited to respite care, supportive home care, adaptive aids, daily living skills training and therapeutic services. These positions will greatly assist in eliminating the waitlist for these extremely necessary services and allow MCDSS to be in compliance with DHS requirements of eliminating the waitlist and maintaining a continuous enrollment status.

- E. Indicate any alternatives to creating this position that were considered and why you still chose to request the position?

Elimination of the waiting list and maintaining a continuous enrollment status is required by DHS. Case management is a required and essential service, which needs to be provided by a specialized case manager/social worker. Contracting out the case management function is not in the county's best interest due to cost and the decreased opportunity for service collaboration for children and families who have

higher needs that the county must provide for such as Child Protective Services (CPS) and Youth Justice (YJ).

- F. What will be the effect if the proposed position is not created?

Marathon County will not be in compliance with the directive of the Department of Health Services.

Children with disabilities and their families may not have access to supports and services to assist the child with remaining safely in their home and community, or children may not be able to transition to a community setting from a high-cost/restrictive placement.

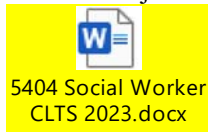
- G. What criteria will you use to monitor the effectiveness and performance of the position? (Increasing revenues, improved customer service, decreasing costs, enhancing services, etc.?)

In CLTS, we monitor the safety of children compared to abuse/neglect reports and strive to eliminate out of home care for this population. DHS implemented a state-level budget for all CLTS enrollments.

III. SPECIFIC DUTIES OF NEW POSITION

- A. List the specific duties position will perform plus the approximate percentage of time to be spent on each duty.

The specific duties will be providing ongoing case management services to children with disabilities. Please see attached job description.



- B. Could another County department use the expertise of this position? OR could you use the expertise of another department to meet your needs? Why or why not?

The CLTS program partners with agencies such as the ADRC of Central Wisconsin, the Health Department, and Birth to Three, and others for complimentary services. CLTS is a separate and discreet program for children. Therefore, there are no other county departments that can meet this need.

- C. If the work is currently being done by the County, how is it being accomplished (contract basis, temporary help, current employee, etc.)? Why is this arrangement no longer acceptable?

The CLTS case management is provided by DSS and will continue. The current staff capacity is not sufficient to maintain a no-waitlist/continuous enrollment status.

IV. POSITION COSTS AND FUNDING SOURCES

- A. What is the anticipated total cost of this position? (Include salary; benefits; office space, remodeling, furniture, and equipment; travel; and other applicable costs.)

The total estimated position cost (see attached worksheet) for one social worker at mid-point is \$104,924 annually based on 2023 rates. Also note that the current estimate is higher than the actual cost is likely to be, as social workers are not generally hired at the control point wage, which was utilized for this estimate, and this also assumes family benefit coverage, when single coverage may apply. Included in the costs are anticipated mileage and training of \$4,000. Startup costs for the position can be funded through the CLTS administrative allocation, Children's CCOP risk reserve and Department of Health Services funded basic county allocation. The total estimated for six positions, at mid-point, is \$629,544.

This proposed position is funded by Children's Long-Term Support (CLTS) & Children's Community Options Program (CCOP) through the Wisconsin Department of Health Services and by the Comprehensive Community Services contract through North Central Health Care. Staff submit billable time for authorized services through Medicaid. 65% of client related work and billing is the minimal

expectation for these positions and is sufficient to claim the revenue (both direct and admin) to support our positions. This expectation has always been met.

B. Explain specifically how position will be funded.

Amount of County tax levy: \$0 % of total costs: 0%

Amount of any outside funding: \$629,544. % of total costs: 100%

Source of outside funding: Billable Case Management and DHS Allocation

Length of outside funding: Continuing

Likelihood of funding renewal: High

Would this outside funding be used to offset the levy if not used for this position? No

C. Will the proposed position allow your department to increase revenues or decrease expenditures beyond the cost of the position? If yes, how?

Yes, a portion of agency management, support and overhead will be allocated to this funding source as well to assist in drawing down additional revenues. Child Protective Services and Youth Justice expenditures are likely to decrease as CLTS supports children returning to the community from higher level placements.

D. Does the proposed position provide preventive services that will lead to cost avoidance or more extensive services in the future? OR Can the proposed position be justified as an investment with future benefits to the County greater than the cost of the position? If yes, how?

Yes, the CLTS program assists children in remaining in their homes and in our community instead of being placed in high-cost out-of-home placements outside of our community. The county is financially responsible for the cost of out-of- home placements ordered by the court.

E. Can the position costs be offset by eliminating or reducing a lower priority function? If yes, explain.

No.

V. COMMITTEE OF JURISDICTION

What is the recommendation of the committee of jurisdiction?

The Social Services Board will review the position at their June meeting.

NOTE: An updated or new Position Description Questionnaire (PDQ) may be necessary to complete the job evaluation process.

Amber Pax/Christa Jensen

Signature of Supervisor/Manager Completing Request

Date

Department Head Signature

Date

POSITION SUMMARY:

The employee will provide a variety of case management services to children with severe mental health issues and/or disabilities and their families. The employee will work specifically with children who are receiving services through either or both the Comprehensive Community Services program and the Children's Long Term Support Waiver.

QUALIFICATIONS:

Bachelor's degree in Social Work or closely related field. Must also be certified as a Social Worker by the State of Wisconsin Examining Board of Social Workers, Marriage and Family Therapists and Professional Counselors; OR become certified within 6 months of employment.

NECESSARY SPECIAL QUALIFICATIONS: Possession of a driver's license and a driving record that meets County standards; OR ability to obtain reliable transportation.

EXAMPLES OF WORK PERFORMED:

The following duties are typical for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Participates in the assessment and planning as well as service delivery for children eligible for Children's Long Term Support program. Includes case management for children dually eligible for Comprehensive Community Services.
- Determines through interviews, home visits, and other evaluation procedures the range of services needed. Conducts functional screens and assessments. Develops an individual service plan and/or recovery plan for each case assigned.
- Conduct ongoing assessment for health and safety needs of the participants.
- Provide information and education to families.
- Provides family-oriented case work services either individually or through a team approach.
- Prepares complete and thorough case plans as required by local, state, and federal government and prepares ongoing follow-up reports on each case assigned; makes amendments and changes to plans as needed.
- Meet state program requirements, reporting and documentation.
- Occasionally places children in alternate care settings such as foster homes, group homes, and institutions; maintains ongoing supervision of placement through home visits and evaluation of social adjustments of both children and their family members; provides ongoing services to children in placement and to their families. Reports to and participates in court and administrative review activities as needed.
- Provides emergency and ongoing services to families with the objective of preventing family breakup; provides services with objective of reuniting families when one or more family members are out of the home.
- Individual Crisis Plan Development and crisis intervention.
- Coordination and facilitation of team meetings, including clients, families, and community partners.
- Connect consumer to community resources and coordinate access to Medical Assistance, essential mental health services, and behavioral interventions.
- Participates in professional training programs to enhance skills required to perform job duties.
- Maintains records, prepares reports and correspondence, and provides court testimony as required.
- Develops solutions to work issues that add value for our customers.
- Participates in establishing professional development goals that are supportive of broader County goals.
- Maintains regular and predictable attendance, works extra hours as required.
- Performs related work as required.

KNOWLEDGE, SKILLS & ABILITIES:

- Knowledge of the principles, practices, and techniques of social case work.
- Knowledge of basic sociology and psychology as it applies to social case work.

- Knowledge of the functions and resources of public and private social service agencies and other agencies in the areas of finance, employment, health, etc.
- Knowledge of state and federal laws and administrative rules applicable to a public social service agency.
- Skill in preparing professional written case plans, summaries, updates, court reports and correspondence and keep accurate and current records.
- Knowledge of relevant Wisconsin State Statutes, (Chapter DHS 36 Comprehensive Community Services for Persons with Mental Disorders and Substance-Use Disorders), Medicaid Home Community-Based Services Waivers Manual, and Comprehensive Community Services Implementation Guidelines.)
- Knowledge of the social factors and causes of social and psychological problems which result in the need for substitute placement or institutionalization for children.
- Ability to integrate training and experience into practice.
- Ability to establish rapport with clients, their families, and their associates so as to enable them to meet their social needs.
- Ability to present professional written case plans, summaries, updates, court reports, and correspondence.
- Ability to communicate clearly both orally and in writing.
- Ability to develop and maintain effective working relationships with all agency staff and with members of other agencies to whom clients are referred.
- Ability to recognize and build upon the strengths of family members.
- Skill in conducting interviews, interpreting laws and procedures, and obtaining cooperation from others in difficult situations.
- Skill in using a computer for e-mail, calendaring, basic word processing, and data entry.
- Understands the County's and Department's mission, core values, plans, and priorities for the future.
- Ability to contribute to a positive work culture that fosters excellent customer service and teamwork.

COMPENSATION:

Starting range (M) – Min: \$58,697.60; Market: \$65,748.80; Max: \$82,180.80

Children's Long Term Support /Comprehensive Community Services

Social Worker

CLTS = 50% / CCS = 50%

For Calendar Year 2023

100% FTE

Item	2023 Proposed Rates	Mid-Point
Salary		\$65,116
Health - Family	\$1,963	\$23,556
Dental - Family	\$62	\$744
FICA Retirement Rate	6.20%	\$4,037
FICA Medicare Rate	1.45%	\$944
Unemployment Insurance	0.10%	\$65
Retirement - Employer	6.75%	\$4,395
Worker's Comp - SW Municipal	0.98%	\$638
PEHP	\$21	\$546
Total Estimated Cost		\$99,495
One SW Position Requested		\$99,495
Staff Travel and Training Costs		\$4,000
Total Costs - One SW Position		\$103,495
Revenues - CLTS Case Management	\$ 51,390	\$86,158
Revenues - CCS Case Management*	\$ 34,768	
Expenses in Excess of Revenues		\$17,337
Excess Expense to be Covered By CLTS Admin Allocation, BCA, or CCOP		\$17,337
Tax Levy		\$0

*If employee possesses a Master's Degree, the Case Management Revenue can be increased; 10% fee for billing assessed by NCHC for CCS billing

Annual Estimated Revenues after Year One = \$129,236

APPENDIX A
NEW OR EXPANDED POSITION REQUEST

I. GENERAL INFORMATION

Department: Department of Social Services

Date: June 20, 2023

Position Requested: Social Work Supervisor - CLTS
(If unsure of classification, indicate "To be determined")

FT PT FTE _____%
Number of Positions: 1 FTE

Division Position Will Be Assigned To: Social Work
(Indicate NA if not applicable)

Projected Start Date of Position: 8/1/2023

Priority Number of This Position: _____
If you are requesting more than one position, prioritize all your requests and indicate the priority number of position.

II. FULL EXPLANATION OF NEED FOR POSITION

A. Is this position request compatible with the County’s mission statement?

This position oversees social workers in the area of child welfare, Children’s Long Team Support Services, which supports the health and safety of children and families.

B. What is your department’s mission statement and how does position support this mission and/or department strategic plan?

Mission Statement: We strengthen individuals and families by coordinating and providing resources that promote safety and maximize independence to build a strong and healthy community.

The Children’s Long-Term Support (CLTS) program provides Medicaid funded services for children who have substantial limitations in their daily activities and need support and services to remain safely in their home and community. A child’s eligibility is based on his or her functional limitations, which includes a physical, developmental, or emotional limitation that restricts a child’s ability to carry out daily living activities, such as dressing, eating, communicating or mobility. The CLTS program is a voluntary program, funded by the federal and state government. The CLTS program can help pay for supplies, services, and support above and beyond what private health insurance or Medicaid covers. CLTS services and support are implemented based upon the goals and outcomes that the child and family identify with their social worker. Examples of services and supports that the CLTS program can fund include home modifications such as a fence for safety or wheelchair ramp, caregiving services such as respite or supportive home care, and adaptive aids such as a service animal or an adaptive bicycle.

In Marathon County, the CLTS program is vital to the support of families, many of which without the assistance would be unable to provide for the care of their children safely. This specifically fits with one of the goals within Social Services 2023 strategic plan of “Exploration of opportunities to serve high acuity youth in the community”.

C. Indicate reasons for asking for position including purpose of position, applicable workload data and trends, etc. **plus attach relevant supporting data.** If more than one position of the same classification is being requested, also justify the number requested.

The Children’s Long-Term Support (CLTS) Waiver Program provides funding and support for families who have children with disabilities, who are Medicaid eligible, so they can care for their children at home and participate in their communities. The Program is funded by the federal and state government but administered at the county level, so families typically work directly with their county to apply for and receive CLTS services. MCDSS holds the contract with DHS for this program. The CLTS program provides services to families including case management, respite care, adaptive aids, medical supplies, and therapeutic resources that are not covered by other funding sources. In Marathon County, the CLTS program is vital to the support of families, many of which without assistance would be unable to provide for the care of their children safely. CCS works to stabilize and address mental health and substance use concerns and is meant to help with recovery; MCDSS is a contracted provider for CCS services, with North Central Health Care holding the license.

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Historically, CLTS has experienced a waitlist to determine eligibility. In January 2021, the Wisconsin Department of Health Services (DHS) implemented state-level budget and enrollment administration for the CLTS program, which promotes statewide consistency in access, enrollment, and service planning by funding services at the state level for all enrollments. State-level budgeting ensures waiver program service funding for all enrollments. Through the state budget, DHS has been awarded funds to eliminate the waiting list for children eligible for the CLTS program. DHS will monitor Marathon County’s compliance with achieving continuous enrollment for the CLTS program.

In June of 2022, Marathon County had eliminated our waitlist however, Marathon County is not unlike other counties in that due to the increase in referrals and the current workforce status, a waitlist was started in Marathon County beginning 1/6/2023. The wait list as of May 2023 had 78 children waiting to be assessed to determine their service eligibility. All children referred must be assessed and most children referred to this program are eligible for services, requiring a social worker from MCDSS to be assigned for ongoing case management. Referrals are steady to the CLTS program, growing the waitlist daily. The following are the number of referrals each month in 2023: January = 22, February =12, March= 15, April =17, and May = 16.

From 2019 to the end of 2023, the CLTS enrollment is projected to increase by 285 clients, which is a 141% increase. With the projected increase and the waitlist numbers in Marathon County currently, we are requesting 6 additional CLTS positions to serve the children on the waiting list (78 children as of May) , ensure continuous enrollment in services for the 81 referrals currently being assessed for services (typically about 95% are eligible, totaling 77 cases of which in our current caseload mix, 20% are dually eligible CCS/CLTS, work to regularly maintain a no-waitlist status and assist in balancing the current over case load sizes of current staff. Additionally, we request 1 additional CLTS Supervisor to support the team of 22 staff members, allowing both supervisors to oversee 11 staff members each. A 1:11 ratio will allow for a significant increase in an ability to provide individualized attention, safety, and overall program effectiveness for children requiring long-term support. This ratio is also consistent with the ratio in the other sectors of child welfare, which is still above the national standards, but far mor solid than our current state.

- D. What benefit will the position provide to the County? How does the position improve/enhance customer service and/or address community needs?

Children's long-term support programs play a crucial role in providing comprehensive care and support for individuals with special needs or disabilities. These programs offer a range of services as previously indicated, including therapy, education, socialization, and daily living support. The supervisor-to-staff ratio in such programs influences the quality of care and positively impacts the overall effectiveness of children's long-term support programs. With more supervisors available, the program can distribute responsibilities

more effectively, allowing for better coordination, collaboration, and resource allocation. This leads to improved program outcomes, streamlined operations, and enhanced service delivery. Supervisors play a crucial role in training, mentoring and guiding staff members. A 1:10 ratio allows supervisors to dedicate more time to staff development, fostering a skilled and motivated workforce, as well as to an increased ability to foster collaboration with families and stakeholders.

Indicate any alternatives to creating this position that were considered and why you still chose to request the position?

An evaluation was completed through time studies and consultation with the CLTS supervisor and lead worker. The study showed the amount of time required between the multitude of tasks of a supervisor and the requirements of clinical supervision was insufficient. In addition, with the additional staff positions requested to support the increase in workload, the rational for the supervisor to staff ratio is indicated above.

E. What will be the effect if the proposed position is not created?

Investing in an appropriate supervisor-to-staff ratio will ultimately yield significant benefits for the children, families, and the program, enabling a higher quality of care and better long-term outcomes for the children in these programs. This program enables children with disabilities and their families to have access to support and services to assist the child with remaining safely in their home and community, reducing the need for high cost/restrictive placements.

F. What criteria will you use to monitor the effectiveness and performance of the position. (Increasing revenues, improved customer service, decreasing costs, enhancing services, etc.?)

In CLTS, we monitor the safety of children compared to abuse/neglect reports and strive to eliminate out of home care for this population. DHS implemented a state-level budget for all CLTS enrollments. With more supervisors available, the program can distribute responsibilities more effectively, allowing for better coordination, collaboration, and resource allocation. This leads to improved program outcomes, streamlined operations, and enhanced service delivery. Staff performance will consistently be at or above 65% billable time, additional contracts for service will be initiated and created, staff will have balanced caseloads and an ability to offer more direct service, high needs youth cases will receive complex case reviews in partnership with NCHC and an overall wraparound approach will be delivered to customers.

III. SPECIFIC DUTIES OF NEW POSITION

A. List the specific duties position will perform plus the approximate percentage of time to be spent on each duty.

See attached position description.



5406 Social Work
Supervisor CLTS .do

B. Could another County department use the expertise of this position? OR could you use the expertise of another department to meet your needs? Why or why not?

The CLTS program partners with agencies such as the ADRC of Central Wisconsin, the Health Department, and Birth to Three, and others for complimentary services. CLTS is a separate and discreet program for children. Therefore, there are no other county departments that can meet this need. Other DSS supervisors and management are at capacity and these CLTS positions require specialized training and knowledge.

- C. If the work is currently being done by the County, how is it being accomplished (contract basis, temporary help, current employee, etc.)? Why is this arrangement no longer acceptable?

Currently, there is 1 supervisor and 16 social workers; the lead position is vacant. There is a request for an additional 6 social worker positions to support ensuring a manageable caseload for current staff and ensuring compliance with DHS requirements to eliminate the caseload and provide continuous enrollment to the program. The current ratio is unmanageable, wherein excessive hours being worked because of the imbalance and the dedication to their work. The supervisory position is needed to create a balanced ratio, now and particularly with the addition of six new staff members and thus over 100 new cases.

IV. POSITION COSTS AND FUNDING SOURCES

- A. What is the anticipated total cost of this position? (Include salary; benefits; office space, remodeling, furniture, and equipment; travel; and other applicable costs.)



2023 DSS CLTS Social Work Supervisor.xlsx

- B. Explain specifically how position will be funded.

An additional revenue source has been evaluated for offsetting clinical supervision time.

Amount of County tax levy: 0 % of total costs: 0%

Amount of any outside funding: 131,056 % of total costs: 100%

Source of outside funding: Comprehensive Community Services funding (state and federal)

Length of outside funding: Indefinite

Likelihood of funding renewal: Strong

Would this outside funding be used to offset the levy if not used for this position? Yes, or re-invested in other needed supports in social work.

*The projected levy amount is assuming a hire at mid-point which is higher than current practice.

- C. Will the proposed position allow your department to increase revenues or decrease expenditures beyond the cost of the position? If yes, how?

Yes, a portion of agency management, support and overhead will be allocated to this funding source as well to assist in drawing down additional revenues. Child Protective Services and Youth Justice expenditures are likely to decrease as CLTS supports children returning to the community from higher level placements.

- D. Does the proposed position provide preventive services that will lead to cost avoidance or more extensive services in the future? OR Can the proposed position be justified as an investment with future benefits to the County greater than the cost of the position? If yes, how?

Yes, the CLTS program assists children in remaining in their homes and in our community instead of being placed in high-cost out-of-home placements outside of our community. The county is financially responsible for the cost of out-of-home placements ordered by the court.

E. Can the position costs be offset by eliminating or reducing a lower priority function? If yes, explain.

No. Based on the number of staff, complexity of the program, and time studies conducted, two supervisors and one lead is the recommendation to ensure appropriate oversight of the program and ensure compliance with DHS requirements. There is no cost to be offset due to the funding nature of this program.

V. COMMITTEE OF JURISDICTION

What is the recommendation of the committee of jurisdiction?

NOTE: An updated or new Position Description Questionnaire (PDQ) may be necessary to complete the job evaluation process.

Christa Jensen
Signature of Supervisor/Manager Completing Request

Date

Department Head Signature

Date

Attachment 1

Social Services Manager
(Social Work Supervisor)
Payroll Occ Code: 5406
DBM Rating: C52
FLSA: Exempt
Reports to: Social Services Director

Position Summary:

This is a professional management position supervising Social Workers in the Child Protective Services Access and Initial Assessment Unit. Employee will interpret and implement state, county and agency policies and procedures and advocate for needed programming. Will also provide organizational leadership in collaboration with the management team. Work is performed under the direction of the Child Welfare Manager.

Examples of Work Performed:

The following duties are typical for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Provides organizational leadership and partners with management team to implement strategies for continuous improvement of agency service delivery system.
- Participates in agency management and supervisory meetings; develops collaborative work plans with management team to lead organizational change.
- Supervises professional Social Workers in the performance of case management for a Social Services unit; prioritizes and assigns cases; reviews files; assists in making difficult decisions and assessments.
- Interviews and selects new professional social work staff; provides training and instruction; plans, coordinates, assigns, and reviews work activities and outcomes; acts on problems and concerns; maintains standards; approves leave; evaluates performance and recommends transfers, promotions, discipline, discharges, and reclassifications.
- Administers and monitors assigned unit; advocates for needed programming; develops, implements and monitors program policies and procedures; interprets, implements, monitors and ensures unit compliance with all applicable state, local and agency policies and procedures; reviews and processes release of information requests.
- Assesses staff safety issues and implements plans to address job-related risks.
- Acts as agency liaison with other community service agencies and groups; collaborates with law enforcement agencies to develop interagency agreements. Attends multi-disciplinary and multi-agency team meetings; serves as a consultant to community agencies; participates in community agency committee meetings.
- Reviews and develops responses to issues, inquiries and problems related to unit operations and services; receives, mediates and resolves client/customer complaints and concerns; assists Social Workers in dealing with difficult clients or situations.
- Acts as part of the DSS management emergency response system for the County. May develop and implement emergency response system team plan for assigned unit.
- Writes grant applications and oversees and monitors grants; assists in preparing unit budget; monitors unit expenditures.

Attachment 1 (Continued)

- Develops, updates and monitors contracts for the purchase of services; coordinates services with contracted agencies including quality improvement plans.
- May consult with and collaborate with Corporation Counsel on court proceedings and goals.
- Conducts in-service programs and presentations for staff. Invites and coordinates community professionals to present in-service programs. Manages unit training budget and approves training requests. Reads and reviews professional literature and communicates necessary information to appropriate staff.
- Prepares a variety of reports, statistics, and correspondence including unit statistics, technical study reports, program/services waiting lists, court reports, monthly unit statistical reports, letters to clients and annual report.
- Maintains regular and predictable attendance. Works extra hours as required.
- Performs other related functions as required.

Knowledge, Skills, and Abilities:

- Strong leadership and organizational development skills; ability to improve organizational performance and lead positive organizational change.
- Strong project management skills and the ability to oversee large projects. Ability to manage multiple high-priority projects simultaneously.
- Ability to successfully interact and maintain effective working relationships with other staff, partner agencies, and state staff employees.
- Ability to represent the organization's work and mission to the public; interact with community partners to effectively accomplish goals.
- Skill in supervising staff, organizing and directing unit operations, and providing coaching, feedback, and support in developing others.
- Strong collaboration skills with the ability to gain cooperation from staff at all levels.
- Commitment to leading a learning organization.
- Ability to be open minded and receptive to different points of view.
- Ability to be a team player and know how to work with people throughout the organization to implement changes and build a more effective organization.
- Ability to communicate effectively both orally and in writing.
- Knowledge of the organization's work and functions of state and local government, including financial relationships, with particular understanding of the implications of program decisions on County tax levy.
- Knowledge of laws, regulations, and practices pertaining to federal and state economic support programs.
- Ability to interpret and apply agency directives and policies in accordance with federal, state, and local laws, rules, and regulations.

Qualifications:

Related master's degree preferred, minimum of a bachelor's degree from an approved college or university in Social Work or closely related field plus 5 years of experience with a minimum of one year working in a child welfare agency; OR equivalent combination of closely related education and experience required. Previous human services supervisory or lead experience required. Skill needed in using a computer for entering data and running reports.

Attachment 1 (Continued)

Necessary Special Qualifications: Possession of a driver's license and a driving record that meets County standards or ability to obtain reliable transportation as needed. Also required is current certification as a Social Worker by the State of Wisconsin Examining Board of Social Workers, Marriage and Family Therapists, and Professional Counselors.

Selection Procedure:

Selection of the successful candidate may be made by assessment of experience and education, criminal record check, oral interview, review of references, written Management assessment, and other appropriate job-related selection procedures. All applicants will be notified as to the status of their application.

Compensation:

Salary Range (C52): Minimum \$65,702 - Midpoint \$78,843 - Maximum \$91,983

Attachment 2

SOCIAL WORK SUPERVISOR CHILDREN'S LONG TERM SUPPORT PROGRAM NEW POSITION COST		
Item	2023 Rates	Market
Salary		\$88,608
Health - Family	\$2,032.61	\$24,391
Dental - Family	\$69.16	\$830
FICA Retirement Rate	6.20%	\$5,494
FICA Medicare Rate	1.45%	\$1,285
Unemployment Insurance	0.10%	\$89
Retirement - Employer	6.50%	\$5,760
Worker's Comp - Clerical	0.06%	\$53
PEHP	\$21	\$546
Total Estimated Cost		\$127,056
Staff Travel and Training Costs		\$4,000
Total Costs		\$131,056
Revenues - CLTS Case Management*	\$ 98,292	
Revenues - CCS Case Management*	\$ 32,764	\$131,056
Tax Levy		\$0

APPENDIX B
NEW OR EXPANDED POSITION REQUEST

I. GENERAL INFORMATION

Department: Department of Social Services

Date: 06/20/2023

Position Requested: CLTS Accounting Specialist
(If unsure of classification, indicate "To be determined")

FT PT FTE _____ %
Number of Positions: 1

Division Position Will Be Assigned To: Administrative
(Indicate NA if not applicable)

Projected Start Date of Position: 09/01/2023

Priority Number of This Position: _____
If you are requesting more than one position, prioritize all your requests and indicate the priority number of position.

II. FULL EXPLANATION OF NEED FOR POSITION

A. Is this position request compatible with the County's mission statement?

Yes, it supports the health and safety of children and families.

B. What is your department's mission statement and how does position support this mission and/or department strategic plan?

Mission Statement: We strengthen individuals and families by coordinating and providing resources that promote safety and maximize independence to build a strong and healthy community.

The Children's Long Term Support (CLTS) program provides Medicaid funded services for children who have substantial limitations in their daily activities and need support and services to remain safely in their home and community. A child's eligibility is based on his or her functional limitations, which includes a physical, developmental or emotional limitation that restricts a child's ability to carry out daily living activities, such as dressing, eating, communicating or mobility. The CLTS program is a voluntary program, funded by the federal and state government. The CLTS program can help pay for supplies, services and supports above and beyond what private health insurance or Medicaid covers. CLTS services and supports are implemented based upon the goals and outcomes that the child and family identify with their social worker. Examples of services and supports that the CLTS program can fund include: home modifications such as a fence for safety or wheel chair ramp, caregiving services such as respite or supportive home care, and adaptive aids such as a service animal or an adaptive bicycle.

In Marathon County, the CLTS program is vital to the support of families, many of which without assistance would be unable to provide for the care of their children safely.

This position provides administrative support to the social workers by entering service authorizations into our client management software and uploading those service authorizations to the Third Party Administrator. This position also places orders for products identified by the families and social workers and completes the billing process for these items. The accounting specialist also completes the case management billing process, which includes the remediation of any denied claims. Case management billing is the mechanism through which Marathon County obtains reimbursement for the services provided by social workers through the CLTS program.

C. Indicate reasons for asking for position including purpose of position, applicable workload data and trends, etc. **plus attach relevant supporting data.** If more than one position of the same classification is being requested, also justify the number requested.

From 2019 to the end of 2023, the CLTS enrollment is projected to increase by 285 clients, which is a 141% increase. During that same time period, the amount of available administrative hours per year only increased by 26%. In 2019, administrative staff had an average of 16 hours per client per year. This is projected to drop to 8 hours per client per year in 2023 if no new administrative position is added.

Adding one FTE for CLTS administrative support in 2023 would increase the available administrative hours per client to 12 and would only be a decrease of 6% from 2019. With anticipated gains in efficiency from the implementation of new electronic claims submissions and payments, this would be an acceptable number of hours per client that should allow tasks to remain current once the new staff is fully trained.

Effects of understaffing:

The decrease in the number of hours per client available for CLTS administrative tasks has led to the need to offer overtime so that essential tasks such as service authorization entry and orders for goods and equipment remain timely. Additionally, there is a significant backlog on the processing of claims to the TPA for goods, equipment, and foster care. As of 1/31/23, the unpaid and unbilled amounts for 2022 are as follows:

Unpaid CLTS Miscellaneous Claims @ 12/31/22	\$155,560.98
Unbilled 2022 Miscellaneous Claims @ 12/31/22	\$170,729.00
Unbilled 2022 Foster Care Claims @ 12/31/22	\$140,114.79
Total outstanding claims	\$466,404.77

We are unable to efficiently determine the dollar amount of the outstanding 2022 CLTS case management claims. The only report available in the client management system for this includes prior year claims data that is no longer accurate but is included in the total. The process to remove these old claims from the system is time consuming and has not been prioritized. The data cannot effectively be exported to Excel at this time. Individual 2022 claims in the system are accurate and can be identified, but the process of adding them up manually would be labor intensive and not an appropriate use of staff time now. As client enrollment grows, we will face significant challenges in remaining current on the most basic and essential tasks such as service authorization entry and purchasing goods and equipment. Clients cannot receive services until the provider receives the authorization, and goods and equipment cannot be received unless they are ordered by the CLTS administrative staff.

- D. What benefit will the position provide to the County? How does the position improve/enhance customer service and/or address community needs?

The additional position will benefit children with disabilities, and their families, by providing support to the staff that provide case management services. This will assist the families in receiving timely supports and services to support their children remaining in their home and community. Services include, but are not limited to respite care, supportive home care, adaptive aids, daily living skills training and therapeutic services.

- E. Indicate any alternatives to creating this position that were considered and why you still chose to request the position?

The alternatives to creating this position would be:

- The current CLTS accounting specialists consistently working overtime
- The current accounting specialist that is split .5 FTE to CLTS and .5 FTE to other accounting tasks being reallocated 100% to CLTS
- The Accounting Analyst, the Accountant, or the Fiscal Supervisor taking on some of the CLTS tasks

We chose to request this position because we feel that consistently working overtime will lead to staff burnout and/or turnover and would not be sustainable long-term. If the current .5 FTE allocated to CLTS is allocated fully to CLTS the bench strengths of the current financial team will be severely limited, which could cause delays in payment processing to out of home care and contracted providers. The other accounting staff named above do not have excess workload capacity. If those staff have to take on CLTS tasks then some of their current tasks will not be completed timely or at all. We feel this would also lead to staff burnout and turnover.

- F. What will be the effect if the proposed position is not created?
 Products and services for clients will be delayed. Billing will not occur timely, which creates the possibility that the County will not recoup 100% of the costs of the CLTS program. This could lead to county tax levy being needed to support the program, when the intent of the program is that it be 100% funded by DHS.

- G. What criteria will you use to monitor the effectiveness and performance of the position? (Increasing revenues, improved customer service, decreasing costs, enhancing services, etc.?)
- Services on Individual Service Plans (ISPs) will be entered into the system timely
 - Product orders will be placed timely so that families receive the items within the timeframe acceptable to them
 - Billings will be processed within 15 days of the end of the previous month
 - Denied claims will be remediated within 10 days
 - No county tax levy and minimal DHS Basic County Allocation will be used to fund the program

H. SPECIFIC DUTIES OF NEW POSITION

List the specific duties position will perform plus the approximate percentage of time to be spent on each duty.

The Accounting Specialists assigned to work for the CLTS program perform the following tasks:

- Enter all service authorizations into the client management system based on information provided by the CLTS social workers
- Create and manage the upload of the service authorization file to the Third Party Administrator
- Issue service authorizations to providers
- Process new enrollments and disenrollments in the client management system
- Enter new providers into the client management system
- Maintain service codes and billing rates in the client management system
- Place orders on behalf of clients for goods and equipment
- Create monthly case management claims and submit to the TPA
- Create monthly claims for items purchased directly by MCDSS for clients and submit to the TPA
- Enter and reconcile all claim payments received from the TPA
- Remediate denied claims
- Attend weekly Multi-County Group meetings for the client management system
- Attend monthly CLTS meetings through DHS
- Create monthly case management report for CLTS/CCOP/CCS staff so that management can monitor social worker productivity

These tasks are all 100% allocable to the CLTS program. We do not have a basis for calculating the percentage of time each individual task takes.

- I. Could another County department use the expertise of this position? OR could you use the expertise of another department to meet your needs? Why or why not?

We are not aware of another County department that has staff with the capacity and capability to meet our needs. It is possible that North Central Health Care could use the expertise of this position, as they also administer CLTS programs.

- J. If the work is currently being done by the County, how is it being accomplished (contract basis, temporary help, current employee, etc.)? Why is this arrangement no longer acceptable?

We currently have 2.5 FTE's doing this work. As outlined above, the program has grown significantly and the current staffing level is no longer sufficient to effectively manage the increased workload.

III. POSITION COSTS AND FUNDING SOURCES

- A. What is the anticipated total cost of this position? (Include salary; benefits; office space, remodeling, furniture, and equipment; travel; and other applicable costs.)

The total estimated position cost (see attached worksheet) for one CLTS Accounting Specialist at market is \$87,110 annually- based on 2023 costs. Also note that the current estimate is higher than the actual cost is likely to be, as staff are not generally hired at the market wage, which was utilized for this estimate, and this also assumes family benefit coverage, when single coverage may apply. Startup costs for the position can be funded through the CLTS administrative allocation and Department of Health Services funded basic county allocation.

This proposed position is funded by Children’s Long-Term Support (CLTS) & Children’s Community Options Program (CCOP) through the Wisconsin Department of Health Services. The cost of administrative staff is built into the CLTS case management rate. The expenses are recouped through social workers submitting billable time for authorized services through Medicaid. 65% of client related work and billing is the minimal expectation for the social work positions and is sufficient to claim the revenue (both direct and admin) to support our positions. This expectation has always been met.

- B. Explain specifically how position will be funded.

Amount of County tax levy: \$0 % of total costs: 0%

Amount of any outside funding: \$87,110 % of total costs: 100%

Source of outside funding: Billable Case Management and DHS Allocation

Length of outside funding: Continuing

Likelihood of funding renewal: High

Would this outside funding be used to offset the levy if not used for this position? No

- C. Will the proposed position allow your department to increase revenues or decrease expenditures beyond the cost of the position? If yes, how?

The proposed position will allow the County to fully recoup all expenses related to the CLTS and CCOP programs by providing the workload capacity to process billings and remediate denied claims in a timely manner.

- D. Does the proposed position provide preventive services that will lead to cost avoidance or more extensive services in the future? OR Can the proposed position be justified as an investment with future benefits to the County greater than the cost of the position? If yes, how?

Yes, the CLTS program assists children in remaining in their homes and in our community instead of being placed in high-cost out-of-home placements outside of our community. The county is financially responsible for the cost of out-of- home placements ordered by the court.

- E. Can the position costs be offset by eliminating or reducing a lower priority function? If yes, explain. No.

IV. COMMITTEE OF JURISDICTION

What is the recommendation of the committee of jurisdiction?

The Social Services Board will review the position at their June meeting.

NOTE: An updated or new Position Description Questionnaire (PDQ) may be necessary to complete the job evaluation process.

Signature of Supervisor/Manager Completing Request

Date

Christa Jensen

5/26/2023

Department Head Signature

Date

**ACCOUNTING SPECIALIST
CHILDREN'S LONG TERM SUPPORT PROGRAM
NEW POSITION COST**

Item	2023 Monthly Rates	Market
Salary		\$53,664
Health - Family	\$2,032.61	\$24,391
Dental - Family	\$69.16	\$830
FICA Retirement Rate	6.20%	\$3,327
FICA Medicare Rate	1.45%	\$778
Unemployment Insurance	0.10%	\$54
Retirement - Employer	6.50%	\$3,488
Worker's Comp - Clerical	0.06%	\$32
PEHP	\$21	\$546
Total Estimated Cost		\$87,110
Revenues - CLTS Case Management*		\$87,110
Tax Levy		\$0

* The costs for financial administrative costs are built into the CLTS case management rate