



BUNCOMBE COUNTY HEALTH & HUMAN SERVICES Annual Report 2016



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A Message from the Director

In Buncombe County, we are building pathways for our citizens to connect them with services that support their success. We know that people are working every day to protect their health and safety and that our core programs like immunizations, child and adult services, economic services, family planning, and STD testing, help create pathways that support their efforts to do so.

Our agency amplifies these efforts through intentional partnerships that further support our community's resource grid. We are most effective when we are working across agencies and within our vulnerable neighborhoods, building off the resiliency and capacity that already exists.

We understand that interrelated challenges like underemployment, disparities in education, unsafe and unaffordable housing, poor health, and violence cannot be solved one person at a time and that we must work together from our unique vantage points to strengthen our community.

This report highlights efforts to create stronger pathways for individuals and families. For those of us in health and human services it means when we provide food assistance, prenatal counseling, and parenting skills to new parents that we are partnering with them to increase their ability to be the best parent they can be, despite the challenges they may be facing.

At a community level, we know that we alone cannot ensure that our children and vulnerable adults are safe. We want to support an ecosystem in our community that says "Enough! We do not tolerate violence in our community." Knowing that we alone can't protect vulnerable children and adults, we brought together many partners to implement the Family Justice Center.

We are also deepening our relationships in the community by positioning Community Service Navigators throughout our county. Now we are better able to understand local needs and can address them through our core services and partnerships. We are also giving lift to existing and emerging efforts in our community through a tipping point grant program where we offer small grants (up to \$5,000) to support self-organized community efforts that strengthen neighborhoods and help them realize a shared aspiration of a thriving, healthy community.

Finally, our integrated board is tackling complex issues like affordable housing and prenatal health, using their diverse perspectives to influence policy and better coordinate services and efforts at a local level.

This report highlights these efforts as we continue to build a stronger, safer, and healthier community. Our goal is to connect the dots so that no individual, family, or neighborhood is left in the dark.



Mandy Stone
Health & Human Services Director

HHS Integrated Board

Professionals Required by Statute

Name	Title	Term
Dr. Candice Thul	Psychologist	3 years
Stephanie Kiser, RPh	Pharmacist	4 years
Ken Putnam, PE	Engineer	4 years
Ed Coryell, DDS	Dentist	4 years
Dr. Paul Endry	Optometrist	3 years
Jennifer Wehe, BSW	Social Worker	4 years
Winnie Ziegler, RN, MA, CCRC	Registered Nurse	3 years
Dr. David McClain	Physician	3 years
Dr. Rick Weigel	Psychiatrist	4 years
Dr. Richard Oliver, D.V.M	Veterinarian	3 years
Miranda DeBruhl	County Commissioner	N/A

Public/Consumer Advocates/Representatives

Name	Title	Term
Bill McElrath, Emeritus	County Liaison	3 years
Susanne Swanger, Vice Chair	Associate Superintendent/BC Schools	3 years
Sonya Greck	Behavioral Health and Safety Net Services—Mission Health	4 years
Sharon West, RN, MHS	Veteran's Program Manager	4 years
Frank Castelblanco, RN, DNP	Director of Regional Services MAHEC	4 years
Rick Elingburg	Employment Security Commission	3 years
Don Locke, Ed. D., Chair	Retired Director Asheville Graduation Center	4 years
Terry VanDuyn	Community Advisory Member	4 years

This Board was formally integrated under NCGS 153A-77.

Several standing and ad hoc committees advise the Board when needed. The functions of these committees are to:

- Promote evidence-based practice
- Drive innovation and change
- Model cultural competence
- Serve as community leadership coalition

For more information on the Health & Human Services Board, check out:
buncombecounty.org/governing/depts/hhs/boards.aspx

Pathways to Healthier & Safer Beginnings



Healthy choices
before and during
pregnancy make
for healthier babies.

The health of our community and its people is interconnected with social, cultural, physical, and economic factors. We know that to make strides, community-wide collaboration is necessary. By helping to level the playing field with our core services, we ensure that family by family - block by block, we are offering a grid of supports to help give lift to the work they are already doing. Creating a safer place for children and adults to live, providing resources that allow for increased security for those facing poverty, and striving for equity are what drives our work and our passion. We are committed to a community that is safe, healthy, and resilient. Through our core programs and services, we are building pathways to healthy beginnings and life-long sufficiency.

Family Planning & STD Testing

The research is clear: healthy choices before and during pregnancy make for healthier babies. We also know that spacing between pregnancies significantly improves the health of future babies. The reality is that almost 50% of all pregnancies are unplanned in the US¹, but Family Planning is making an impact on this issue in our community. In FY 2016, there were 3,727 patients who visited the Family Planning Clinic. By helping individuals manage their plans to become pregnant, we can help reduce stress caused by fear of pregnancy or the occurrence of an unintended pregnancy.

Testing for and treating STDs are also a part of the services that BCHHS provides to the community. STDs often go unchecked and can cause debilitating symptoms such as congenital birth defects, blindness, and cancer. We continue to see an increase in the number of STDs reported in our county, with the African American population being negatively impacted disproportionately. We are working with the Western North Carolina AIDS Project, ABIPA, and the Community Service Navigators to help test, treat, and educate about STDs in at-risk communities.

Nurse Family Partnership

Nurse-Family Partnership is an evidence-based program that improves pregnancy outcomes by working one-on-one with new mothers until their baby turns two. When we partner with parents to build their capacity, we build a stronger foundation for growth.

In 2016, 68 babies were supported by an NFP nurse. NFP nurses also continued to connect with 233 mothers in 2016. Since NFP began in 2009, 94% of our clients have initiated breastfeeding and only 8.3% of our clients have delivered their babies prematurely. Because NFP is nested within a health and human services system, we work hard to incorporate other services for these mothers like WIC and food assistance.

Women, Infants, and Children (WIC)

Functions such as working memory, attention, and inhibitory control can be influenced by the health habits of parents.² WIC supports child development by providing a valuable range of services to the hardworking families of Bun-

combe County by offering breastfeeding support, nutrition education, referrals for health care, and healthy foods for pregnant and postpartum women and children up to the age of 5 years. In FY16, Buncombe County WIC had a monthly average of 1,763 service visits. In 2016, a family of four qualified for WIC with a monthly income of \$3,739. WIC continues to partner with other HHS services to explore ways that we can better support our clients.

Children's Social Work Services

Social Work services provides a grid of support for the most vulnerable members of our community. The goals of children's services are to maintain the safety of children, to strengthen the family's capacity to protect and nurture its children, and to help families thrive. The trauma-informed approach of our social work staff immediately helps to offset toxic stress, which helps to build capacity and resilience for children, adults, and families.

Social work staff responded to 2,618 reports of abuse, neglect, or maltreatment in FY16. Of the 4,548 children involved in these screened-in reports, 97.8% of those children either did not

**94% of NFP clients
have initiated
breastfeeding.**

Of the 4,548 children involved in screened in reports from FY 16, **97.8%** of children either did not require CPS involvement, were able to safely live with their families with extra support, or be placed in kinship care to avoid foster care.



require CPS involvement, were able to safely live with their families with extra support, or be placed in kinship care to avoid foster care. With coaching and supportive programs, most parents can improve how they care for their children.

As a part of the coordinated response to stop the cycle of violence, Child Protective Services has established a specialized Domestic Violence team in partnership with the Family Justice Center and Helpmate. This partnership improves access to services for survivors and their families and enables a response that is tailored to the unique dynamics of domestic violence.

BCHHS has been providing trauma-based training, such as ARC (Attachment, Regulation, and Competency) to resource parents. The effects of this training have led to increased stability for children in care with amplified resiliency for staff, parents, and children.

Food & Nutrition Services

Food insecurity continues to be a daily hurdle for many in Buncombe County. When faced with choices about where the next meal will

come from, it can be hard for individuals and families to maintain a sense of balance in many aspects of their life. FNS helps to offset this stress by providing financial assistance to those who qualify to help them focus on caring for themselves and their families.

Face to face interviews allow us to see the client, gather needed information (which satisfies policy requirements) and process the application as they sit in the caseworker's office. Benefits will be loaded that night and the client will have access to those benefits the next day.

Many families and individuals benefit from Food & Nutrition Services. In Buncombe County, we serve approximately 18,000 households in the program, delivering an average of \$219 monthly to eligible households and totaling more than 4 million dollars on average per month to the receiving population of Buncombe County. Even with a job, many FNS recipients still struggle to make ends meet.



In FY 15, we processed 6% of our FNS applications on the same day. Now, in FY 16, we process 30% of FNS applications on the same day.

Social Work Staff trained over **600 people** in Buncombe County on how to recognize child abuse and neglect and provided education on the CPS process.

Pathways to Life-long Resilience



In 2014 there were 41,499 adults over the age of 65 in Buncombe County. This makes up 17% of our population.

<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

Buncombe County Health & Human Services interacts with thousands of adults every week to help with a diverse set of needs. Whether it is ensuring households have financial assistance to help make ends meet, or bringing fresh food out into communities that don't have a grocery store nearby or access to reliable transportation, BCHHS is a portal for connecting vulnerable adults and families with resources that create a bridge for people to become more self-sufficient.

Veterans Services

Buncombe County Veterans Services Officers act as liaisons between veterans and their families in the often very complicated and confusing process of obtaining benefits from the Department of Veterans Affairs. Veterans Services Officers assist in linking the veteran with housing, employment, and medical resources. In FY 16, the Veterans Services Officers made over 8,000 points of contact with Veterans in Buncombe County, either by phone, in the office, or home visits.

Adult Social Work Services

For adults struggling to care for themselves or whose families need extra support, our Social Work staff provide the safety, resources, and peace of mind that often helps create a better life for that individual. The services provided to aging or disabled adults are most often voluntary, which shows that clients value these services. Being knowledgeable of what is available in the community and using their connections to link individuals with those resources helps improve the likelihood that these individuals will receive the services they need to live a safe and fulfilling life.

1,704 reports of abuse, neglect or exploitation of vulnerable and elder adults were made to Buncombe County Health and Human Services in 2015, with 1,127 screened in for evaluation.

Adult Home Specialists

In addition to their role as a state regulatory agency, the Adult Home Specialists play a major role in

helping to guide the regions' efforts to care for our large aging population. This team visits nursing homes and long term care facilities regularly. Based on what they see in the field, they help design continuing education for staff of adult care homes. By enlisting the assistance of community partners, such as local area nurses, pharmacies, Smoky Mountain LME/MCO, and Mission Hospital, they address issues such as medication management, infection control, behavioral health crisis planning, and improving transitions between hospital admissions and discharges from facilities. Adult home specialists oversee and monitor 86 adult care homes and four adult daycares for regulatory compliance and conduct complaint investigations related to allegations of abuse or neglect in facilities.

Income Maintenance Caseworkers

Income Maintenance Caseworkers (IMC's) in Economic Services process thousands of applications for Emergency Assistance, Food and Nutrition Services (FNS), Health Choice, and Work First. They also process Medicaid applications; and during FY16, they ensured that 33,457 families and children and 14,298 elderly and disabled adults received vital health care coverage. Access to routine health checkups and critical medical care, especially during challenging life circumstances, creates a net of support for everyone in our community. During times of

crisis, family members are grateful for the ability to connect with a professional who is able to respond to their immediate needs, such as food and healthcare, in a timely manner. It took our Income Maintenance staff an average of 29 days to process Family and Children's Medicaid applications, coming in way under the target of 45 days.

BCCCP

Cancer is the number one cause of death in Buncombe County.³ BCCCP (Breast and Cervical Cancer Control Program) started 10 years ago. Since then, 5,736 distinct patients have been served by BCCCP. This program provides breast and cervical cancer screenings and treatment to eligible members of our county. On average, Buncombe County's BCCCP screens over 1,600 people every year. BCCCP participants who are diagnosed with breast or cervical cancer are eligible for Breast and Cervical Cancer Medicaid (BCCCM) through BCCCP, which covers all necessary treatment. Through a partnership with Mission and with the support of many in our community, BCCCP and Ladies Night Out continue to raise awareness and funds to support prevention and protection right here in Buncombe County.



As a part of the Community Service Navigator Program, there is a fresh food pop-up in the Bartlett Arms community, which serves the elderly and disabled population. The pop-up volunteers expressed a need to check on each other when they are ill, scared, or having a bad day. To address this concern, the County created door hangers with emergency contact numbers on one side and on the other side, "please check on me today."

Pathways to Health & Safety



During FY2016

Food & Lodging:

inspected 4,743 facilities and restaurants.

On-site Wastewater Wells:

maintained an average wait time from “first onsite visit” of less than 5 days, averaging 2.5 days

The nexus of Preparedness, Communicable Disease and Environmental Health efforts can sometimes go unseen; but through preparedness plans and trainings, we ensure that multiple agencies are able to work together effectively in times of emergency. Through a rigorous accreditation process, we ensure our policies are being followed, which helps keep citizens healthy and safe. We also continue to use data and smart partnerships to strengthen our agency’s capacity to respond to public health emergencies.

BCHHS Public Health Epidemiology Team

Every month, BCHHS hosts an Epidemiology Team meeting that brings together experts from the community and agency to discuss public health preparedness and challenging health issues facing our community. The Communicable Disease team along with the Public Health Preparedness Coordinator determine topics and activities designed to test our Agency’s capacity in the event of a public health emergency. This group has worked on the call-down process for emergency communications, helped guide a rabies protocol, strategized about dealing with bed bugs, and helped to inform mosquito prevention efforts. In looking at our resource grid, we realize that these are essential in ensuring a safer community.

Preparedness Exercise: Anthrax!

BCHHS in conjunction with Emergency Management serve as the link from the county to the state-level NC Public Health Preparedness and Response (PHP&R) agency. During the spring of FY16, a closed POD exercise tested our ability to distribute medication to a large number of first responders. A POD, Point Of Distribution is a location where medication is dispensed to staff and the public in the event of a public health emergency. Based on a scenario where members of the public were exposed to anthrax, the exercise brought together 20 agencies from throughout the area to stage a response, set up a POD, test emergency communications and evaluate current plans. As intended, this exercise revealed strengths

and weaknesses which helps us to be better prepared.

Environmental Health

Environmental Health continues to be that invisible shield that protects so many of us every day. They continue to provide security for our community in knowing that our food and lodging establishments are sanitary, our public swimming pools are safe to enjoy, and our wastewater and well systems do not pose a threat to our environment or humans.

In FY2016, Environmental Health participated in several opportunities that improved service for the community:

- Collaborated with OurVoice to disseminate information on the Bar Outreach Project, a program aimed to educate bartenders and other food service establishment employees about the signs and methods of preventing drug-facilitated sexual assault.
- Selected as one of ten counties to pilot the state's Quality Assurance Program. Participation in the program provides Buncombe County the opportunity to help shape the state Quality Assurance Program.
- Participated in the statewide mosquito survey with Western Carolina University to identify container-inhabiting mosquitoes in NC as part of the response to the Zika virus.
- Worked with the Buncombe County Permits & Inspections Department to integrate the application process, creating a one-stop permitting environment where applicants can take care of the applications process at one time.

Communicable Disease Team

The Communicable Disease Team plays an active part in keeping our community safe against dangerous illnesses. This team works across state and county lines to identify, track, and stop diseases such as Legionnaires disease, pertussis, tuberculosis, Zika, La Crosse Encephalitis, and rabies among others. They serve as the public health experts for many of the media requests that we receive about communicable disease. They work to educate assisted living facilities, camps, and schools on how to prevent and contain outbreaks of illnesses and are strengthening connections within our agency between Adult Protective Services, Environmental Health, and Animal Control.

Immunizations

The Immunization Clinic helps create a shield of protection for our entire community by offering vaccines for all age groups, including those who may be exposed to vaccine preventable diseases in other countries. This "shield" is a critical part of protecting those in our community who may not be able to receive immunizations because of their age or medical conditions. In FY 2015, 11,317 immunizations were given at the BCHHS Immunization Clinic.

Blood Lead Surveillance Program

Lead is a toxic metal that was used in household paint until 1978. When a child is exposed to lead paint, it can lead to high blood lead levels which can cause learning disabilities, stunted growth and possibly death. All health departments in the state participate in the Blood Lead Surveillance Program (NC LEAD). The Lead Poisoning Prevention Nurse works with medical providers and Environmental Health to investigate and eliminate sources of lead in homes, child care centers, and other public places where lead can present an unseen but dangerous health hazard.

A Community Effort



Community Service Navigator Pop-up markets distributed more than 200,000 pounds of food at 11 sites throughout Buncombe County, with an estimated total value of almost \$375,000.

Our connections throughout the community, both contracts and informal partnerships, allow us to work hand-in-hand to create a vibrant resource grid for our community. It is the community that we look to when deciding where to focus our time, attention, and resources. When we see negative indicators of our community's health and well-being, such as a high domestic violence related homicide rate or a disparate rate of African American infant deaths, we rely on those with the most expertise - those experiencing these issues, to determine the best way to change the tide. It is through the combined efforts of nonprofits, businesses, and government agencies that encourage growth and improved health.

Community Service Navigators

Community Service Navigators connect people and communities with health and human services throughout Buncombe County. Community Services Navigators have weekly pop-up markets in multiple Buncombe County neighborhoods. These are prime venues for gathering feedback and sharing information with the community. This year, Buncombe County staff have been on site to share information about our services, such as Women, Infants, and Children (WIC), Environmental Health, the Breast and Cervical Cancer Control Program (BCCCCP), and Nurse Family Partnership (NFP). They encourage families to participate in our services that promote a safe, nurturing home. We also invite community partners to the pop-up markets to share their agency information. Some examples of partners who have attended pop-up markets include the Asheville Humane Society, Mission Hospital, Asheville Buncombe Institute of Parity Achievement (ABIPA), Asheville School of Yoga, and Western North Carolina AIDS Project (WNCAP).

Tipping our community toward resilience: "Tipping" Grants

As an outreach of the community's ACE Collaborative, Buncombe County was awarded a Mobilizing Action for a Resilient Community grant starting in

October of 2015. Dollars from this grant were used to award small grants, up to \$5000, to community members who were involved in building a more resilient community. Early on, we were able to collaborate with a community group, Cothinkk. Cothinkk hosted two sessions to help community members learn how to write grants. From these two workshops, we had over 70 grants submitted by community members.

Each of these grants represent a compelling vision that our community has for a better future. By funding these initiatives we help to build the myriad and tiny connections that form a lattice-work of support and positive relationships. We have continued to transition from talking about Adverse Childhood Experiences (ACEs) to how we can build resilience to help people bounce forward.

WNC Diversity Engagement Coalition

The Western North Carolina Diversity Engagement Coalition brings people together to collectively support the professional development, engagement, and inclusion of multicultural professionals within the member organizations in Western North Carolina. Last year, WNC DEC hosted monthly social events, two professional leadership development courses and a Lunch and Learn series on best practices for increasing diversity and building an inclusive culture.

Community Health Improvement Process

Buncombe County HHS works with others in the community to identify and prioritize the most pressing health issues affecting our community. In early 2016, the 2015 Community Health Assessment was completed in partnership with Mission Hospital and the Community Health Improvement Process Advisory Council. The Council, partners, and

stakeholders identified four specific areas of strategic focus to improve the health of our county over the next 3-6 years.

Focus areas were formed from over 10 key health issues identified by local health data and by assessing the magnitude, severity, and actionability of each issue. These focus areas include obesity and chronic disease, intimate partner violence, substance abuse, and infant mortality.

Pathways to Better Health for our School Children

In FY 16, we transitioned our school nursing program to our community partner, MAHEC. The purpose of this transition was to provide a continuum of services for school children in our County with an emphasis on expanding services for those high-risk school children who are struggling with chronic conditions like asthma and diabetes. By nesting school nurses within the MAHEC system we are creating improved access to dental, behavioral, and family practice help.



“The WNCDEC courses were very useful and very much appreciated! I’ve gained tools and confidence (over the past few weeks) to use daily at work. This class was thought provoking and soul searching. So much better than I’d imagined.”

A Pathway to Strength, Safety, and Hope

The Family Justice Center

In 2013, there were an estimated 3,437 domestic violence incidents in Buncombe County at a financial cost to our county of \$6.7 million.⁴ When we look at the effects of domestic violence on children in our community, we see that in FY 16 over a third of child protective cases involved domestic violence and 40% of the children that came into foster care had domestic violence indicated as a safety issue.

Just as roads, bridges, schools, and laws are public structures that benefit an entire community, there are sometimes issues so immense that a significant government investment is necessary to make an impact. The Buncombe County Family Justice Center is just that—the tangible outcome of a community response to ending domestic and sexual violence. Renovations on 35 Woodfin to create the Family Justice Center were completed, and nonprofit project partners moved into the facility at the end of June 2016. Victims services are now co-located in the centralized location of the Family Justice Center, improving accessibility of services for victims.

Partner agencies housed in the Family Justice Center are: Asheville Police Department, Buncombe County Sheriff's Office, the Office of the District Attorney, Helpmate, OurVOICE, Mountain Child Advocacy Center, Mission Hospital, and Pisgah Legal Services.

The Benefits of an Integrated Board

The Health and Human Services Board of Directors represents a broad array of key community perspectives in our community including schools, mental health services, disease control, general community representatives. Each board member draws from their day-

to-day experience, allowing for a robust conversation engaging with experts about current or emerging threats to the safety, public health, and well-being of our citizens. The Board of Directors is an avenue for advocacy to the public. Not only can they affect these issues in their professional lives, they are also public leaders who can help generate awareness within the community.

The support and dedication of Board members is important in the work happening in our community. Their attention to matters such as affordable housing, communicable disease, infant mortality, homelessness, and medical care for the uninsured gives lift to issues that need to be addressed. This is a prime example of how Health and Human Services helps connect the dots, ensuring we fully benefit from a well-connected community resource grid.

Using the Numbers to Plan for the Future

BCHHS uses data to learn what is working and what is not working. The data analytics allow us to use program and fiscal information to take action in improving service delivery, cost effectiveness and to plan for the future.

Internally created, automated dashboards are tailored to the needs of program staff, supervisors, and directors. Monthly and yearly trends highlight areas that need more attention and areas of success, both at the individual and program level.

Electronic forms used to input data, monitor contracts, or approve policies help improve business processes and ensure consistency across the agency. Recurring meetings with senior staff are used to take a deeper look at areas for improvement. All of these systems ensure that we are working efficiently and effectively and push staff towards being more data-oriented.

Access to this level of relevant data tells us where we need to do a better job as an organization and a community. Data supports what our staff are seeing on a daily basis. It reinforces what we are doing well and reminds us to continually improve. Whether using statistics to create movement in the community or to improve how we work, they are an important part of knowing how we should operate now and in the future.



Conclusion

Buncombe County Health & Human Services wants to help our community to not only bounce back when they are faced with challenges, but to also bounce forward. We are moving forward in ways big and small that create opportunities for everyone in Buncombe County to live a safer and healthier life. We know that our programs enhance the hard work that families and individuals do on a daily basis; and that is why we are focused on creating pathways between our own services

and out into the community to make it easier and less overwhelming to become more self-sufficient and healthier.

We are fortunate to live in a community where people are invested in working together to tackle complex issues like poverty and domestic violence. Innovation and commitment go hand in hand as we continue to focus on breaking down barriers and supporting solutions that create a stronger grid that families can rely on.

References

1. Mosher WD, Jones J, Abma JC. Intended and unintended births in the United States: 1982–2010. National health statistics reports; no 55. Hyattsville, MD: National Center for Health Statistics. 2012 (<https://www.cdc.gov/nchs/>)
2. Parenting Styles, Feeding Styles, Feeding Practices, and Weight Status in 4–12 Year-Old Children: A Systematic Review of the Literature (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4677105/>)
3. NC Center for Health Statistics (<http://www.schs.state.nc.us/>)

Statistics



ECONOMIC SERVICES

FOOD AND NUTRITION SERVICES (FNS)

Food and Nutrition Services (FNS) provides a safety net, keeping food on the table in tough times of hardship and recovery. Of the 17,630 households receiving FNS at the end of FY2016, 58% had children or an elder adult (60+). FNS also supports local jobs by bringing significant dollars into the local economy.

Number of households receiving FNS	17,630
Average days to process FNS application (Target: 30 days)	10 days
Dollar value of FA benefits (all FY16)	\$49,683,983
Average dollars monthly Household FA benefit	\$219

WORK FIRST

Work First helps families get back on their feet when parents have little or no income to support their children. It provides temporary cash support for the children, job training, and employment services for parents through a partnership with Goodwill Industries.

Number of Work First cash recipients	415
Number of non-parental caretakers getting cash	156
Number of adults entering employment	75
Average entry dollars hourly wage, newly employed	\$9.04

EMERGENCY ASSISTANCE

Emergency Assistance is a County partnership with three community charities for one-time help to families in a temporary financial crisis. Payments go directly to the utility or housing company owed money. Our charitable partnership realizes that working together to keep a family from losing their home through a one-time payment not only helps keep that family whole – it is also a more unified, effective, and less expensive community response to crisis and poverty.

Number of families served	1,758
Average benefit per household	\$227.98
Dollar value of Emergency Assistance (all FY16)	\$400,793
Additional funding sources and programs available through Crisis Intervention Program, Energy Neighbors, Family Preservation, and General Assistance	\$1,999,680

MEDICAID

Medicaid plays a vital role in insuring low-income children, pregnant mothers, and disabled or aged adults with health care coverage. Medical costs can be crippling, so uninsured people often put off care. Moreover, if they become sick, their only option may be the Emergency Room - which drives up health costs for everyone.

Percent of county population enrolled in Medicaid	18.6%
Number of families and children covered (children and caretakers)	33,457
Number of elderly/blind/disabled adults	14,298
Average number of days to process Adult Disability applications (Target: 90 days)	64 days
Average number of days to process Family and Children's Medicaid applications (Target: 45 days)	29 days

HEALTH CHOICE

Health Choice offers low-cost children's insurance to many families who are just over the income limits for Medicaid. Together, these two programs reduce the high personal, social, and economic costs of neglecting timely, preventive health care. They also bring in substantial dollars that compensate our medical providers and stimulate the local economy.

Yearly fees to cover child/ren (based on income)	\$0 (if low income)	\$50/child, \$100 max/family
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COMMUNITY OUTREACH

We all appreciate convenience, efficiency, and choice. HHS designed Community Outreach to connect people with our Economic Services while a community partner is serving them. That partner site is often closer to a person's home or work – or the outreach “location” may be an agency a resident calls on the phone during evening hours. It's where clients have come for help – where they're comfortable. Using new screening technology (Medicaider), partner organizations fulfill their own missions more effectively, thereby strengthening our community continuum of support.

Number of clients receiving services through out-post staff	2,049
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Outreach Locations

- WIC West
- Minnie Jones Health Center (WNCCHS)
- Mission Health System

CHILD CARE SUBSIDY

The Child Care Subsidy program helps low-income families overcome the barrier of affordable, quality childcare, so they can hold a job and become independent. County HHS partners with Southwestern Child Development, an experienced regional expert in this field. Southwestern's efficient operation has maximized our use of capped annual funding from the State. Allocations have been cut in recent years, despite increased community need in the face of a recession.

Total child care subsidy dollars	\$8,995,180
Avg. number of children served per month	1,589
Number of children on waiting list for child care	435
Avg. number of months on waiting list	4.6
Percentage of need met	81%
Percent of total child care dollars expended	99%

CHILD SUPPORT

Buncombe County's Child Support unit combines investigative and legal expertise to get children cash support and other benefits from their noncustodial parent. Secure child support payments can lift a family out of poverty and avoid future reliance on economic services programs. The County partners with Veritas for this service. Nationwide, the economic downturn has reduced child support compliance as fewer absent parents have the means to pay.

Unduplicated children receiving support	10,136
Collection rate on past due support	72.85%
Total dollars collected for Buncombe	\$13,587,076

PUBLIC HEALTH

WOMEN'S HEALTH

The Women's Health Program provides confidential family planning services to support women's health in the childbearing years and the best possible birth outcomes for our babies.

Number of Family Planning clients served	1,905
Number of Family Planning clinic visits	3,727
Percent of women that were using a highly effective or most effective contraceptive method (pill, patch, ring, injection, implant, IUD)	76%
% of women that were using Long Acting Reversible Contraception (implant, IUD)	16%

PREVENTIVE HEALTH SCREENING

The Breast and Cervical Cancer Control Program (BCCCP) and the WISEWOMAN program (heart health screening) provide preventive health screening and education for low-income, uninsured women.

Number of women screened for heart disease risk	1,199
Number of women screened for cancer	1,467
Number of women diagnosed and treated for cancer	11 breast and 17 cervical

PREPAREDNESS

Preparedness focuses on response planning, to assure our agency and our citizens are ready for public health threats from natural and human-caused hazards.

Percentage of required plans with local practice exercise	100%
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IMMUNIZATION and STD/HIV

Immunization and STD/HIV services prevent epidemics and the spread of communicable diseases through ongoing prevention activities, testing and treatment services and a rapid, effective response to urgent and emerging community outbreaks.

Number of immunizations given (including flu)	11,317
Percent BC HHS children properly immunized at 2	98%

DISEASE CONTROL

Disease control services prevent epidemics and the spread of communicable diseases through ongoing prevention activities, testing and treatment services and a rapid, effective response to urgent and emerging community outbreaks.

Communicable disease investigations	3,391
Confirmed reportable diseases	1,619
Communicable disease clinic visits monthly average (HIV, STD, TB)	443

ONSITE GROUNDWATER

Onsite groundwater services assure protection of groundwater through properly installed septic systems and permitting of new wells.

Number of septic permits issued	2,216
Average days from the date clients are ready begin work to the date of initial visit by onsite staff	3.1
Number of well permits issued	467

FOOD AND LODGING

Food and lodging provides inspections of regulated food, lodging, nursing home, day care, and summer camp facilities to protect residents and tourist populations.

Facility inspections	4,743
Restaurants in compliance with inspection standards	97.9%
Restaurants receiving Grade "A"	98.8%

SCHOOL HEALTH

School health programs reduce health barriers that impact educational success. School Nurses work in our County and City schools, prioritizing students with significant health needs and identifying those at risk for serious health concerns. Nurses develop individual care plans for these students in consultation with parents, physicians, and school staff. Key to this work is health promotion and education that supports a lifetime of healthy choices.

School staff trained to give medications	602
School staff trained to provide health procedure	1,194
Number of Students Care Managed	331

NURSE FAMILY PARTNERSHIP

Nurse Family Partnership (NFP) is an evidence-based nurse home-visiting program that targets low-income first-time parents. NFP partners with them from pregnancy through their child's second year. NFP's goal is to improve pregnancy outcomes, improve child health and development, and increase economic self-sufficiency.

Number of babies born	68
Number of mothers served	233
% of NFP babies born low birth weight	9.24%
% of NFP children with substantiated abuse/neglect	3.53%

VETERANS SERVICES

In Buncombe County, we are answering the needs of our returning service members by connecting them to support services and providing guidance regarding employment, housing, retirement issues, and counseling.

All veterans (and their families) have stories to tell. Some of those stories involve great pain and loss. Veterans Services Officers have the unique privilege of meeting veterans where they are and helping them find a path to ensure their safety, health, and well-being.

Number of office and home visits	2,494
Number of phone calls received by Veterans Services office	8,175

WIC NUTRITION

The Women Infants and Children (WIC) nutrition program provides education, nutritious foods, and breastfeeding support to improve the health and nutritional status of low-income women and children.

Average number of enrolled per month in WIC	4,469
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BEHAVIORAL HEALTH SERVICES

HOMELESSNESS TO PERMANENT HOUSING

Chronic homelessness impacts community safety and drains limited community dollars unnecessarily. The County, in partnership with the Housing Authority of the City of Asheville, Mission Health, and Smoky Mountain LME/MCO funds supportive case management for chronically homeless persons in Housing Authority apartments and private-sector apartments through vouchers.

Beginning in FY15, the County funded Homeward Bound for supported housing case management using a pay-for-performance method. Homeward Bound earned a case rate for each person based

on achieving identified clinical pathways, such as primary care services, disability applications, food security, employment, etc. In FY16, Homeward Bound served 44 persons and achieved 77 clinical pathways.

Number of persons served	44
Number of pathways met	77

SOAR

Creating sustainable support for the disabled, the SSI/SSDI Outreach, Access, and Recovery (SOAR) program at Pisgah Legal Services identifies homeless persons who may be eligible for disability benefits. SOAR attempts to fast track their application. Twenty-seven persons were approved for benefits in FY16. The average time from application to approval was 93 days, compared to 2-3 years for most SSI/SSDI applications. The project leveraged \$3,627,261 in value of benefits. For every County \$1 invested in the project, \$40 is returned to the County over the average timespan of entitlements.

Number of participants approved for SSI/SSDI benefits	27
Average number of days from application to approval	93
Dollars leveraged value of benefit dollars	\$3,627,261
Dollar value returned per \$1 invested in SOAR	\$40

PROBLEM-SOLVING COURT

In FY15, a DWI Court was implemented, giving Buncombe County four problem-solving courts: Adult Drug Treatment Court, Family Drug Treatment Court, DWI Court, and the JUST program (alternative to a mental health court). The County contracts for the staffing and support of these courts. Problem-solving courts had 59 graduates in FY16, with a combined 47% success rate.

Number of case managements for substance abuse	578
Number of case managements for mental health	645
Average number of detainees/mo. in psycho-education group	312
Number of graduates of problem-solving courts	59
Percent problem-solving court participants who graduated	47%

JUSTICE COLLABORATION PROGRAMS

This partnership with law enforcement and the Courts aims to divert persons from the criminal justice system, saving County dollars and reducing recidivism. This means fewer crime victims and a safer community.

Average number of participants/mo. in Drug Court	26
Average number of participants/mo. in Family Treatment Center	18

SOCIAL WORK SERVICES

PERMANENCY PLANNING

Permanency planning allows Social Work Services to partner with families and other community agencies to achieve timely permanence for children, whether that is safe reunification with their family, guardianship with a relative or kinship provider, or adoption.

Children in Foster Care	325
Average number of children in custody with Social Work Services, per month	306
Children who exited foster care to be reunified with their families remained safely in their home and did not re-enter Foster Care (National Median is 85%)	100%

FOSTER PARENT TRAINING AND LICENSING

Social Work Services trains, licenses, and supports families who open their home to children.

Average number of licensed foster homes, per month	83
New foster families	29
Families approved for adoptive placement	26

ADOPTION ASSISTANCE

Adoption Assistance helps children achieve permanency and may provide families with help when they adopt a child from foster care.

Children receiving adoption assistance	541
Number of adoptions finalized	33

UNDER SIX

Under Six decreases the likelihood of child welfare involvement with the family, using resources wisely to strengthen families and our community.

Total families served	110
Total referrals received	468

CHILD PROTECTIVE SERVICES

Child Protective Services investigates and assesses all allegations of child abuse, neglect, or dependency.

Responses to reports of abuse, neglect, or dependency of children	2,618
Children involved	4,548
Children who did not enter foster care	97.8%

FAMILY IN-HOME SERVICES

Family In-Home Services allows Social Workers to partner with families to strengthen their ability to safely parent their child in their own home.

Total number of families served	500
Total number of children served	935
Children who remain at home or with kin while receiving In-Home services (thus avoiding foster care)	89.4%

ADULT PROTECTIVE SERVICES (APS)

Adult Protective Services provides a timely, comprehensive, and respectful response to the needs of elders and adults with disabilities who are victims of abuse, neglect, or exploitation.

Responses to reports of abuse, neglect or exploitation of elderly and disabled	1,115
Percent of Evaluations with Mistreatment Confirmed	37%

ADULT CARE HOME LICENSURE AND MONITORING

Adult Care Home Licensure and Monitoring is responsible for responding to complaints related to compliance with regulations and issues of resident safety. Buncombe County Health and Human Services refers areas of concern to the Department of Health and Human Services Regulation, the entity that has authority for enforcement.

Adult care homes monitored	85
Complaints investigated	224
Percent of Investigations with confirmed mistreatment	29.5%
Average number of adults using Adult Day Care, per month	30

Senior Leadership Team



BUNCOMBE COUNTY HEALTH AND HUMAN SERVICES

Mandy Stone, HHS Director and Assistant County Manager

Our overall mission at Buncombe County Health and Human Services is to keep our community strong by working to align our community resources in ways that are efficient and lead to better outcomes for our citizens. Through an integrated Health and Human Services, we give individuals and families the tools and supports they need so they are better able to make those good choices.



ECONOMIC SERVICES

Phillip Hardin, Division Director

Buncombe County's Economic Services provides services that help low-income families get and maintain work, support employment, promote quality health care cover-



age, food assistance, energy assistance, and other economic supports for families.

We aim to promote self-reliance and self-sufficiency for individuals and families.

PUBLIC HEALTH

Jan Shepard, Division Director

Dr. Jennifer Mullendore, Medical Director/
Clinical Services Division Director

Our mission is to promote and protect the public's health and to assure through community partnerships that all people in Buncombe County have the opportunity to make healthy choices within a healthy environment.



We aim to: help people attain high quality, longer lives free of preventable disease, disability, injury and premature death, achieve health equity by elimination of disparities to improve the health of all groups, foster social and physical environments that promote good health for all, and promote quality of life, healthy development and healthy behaviors throughout all stages of life.



SOCIAL WORK SERVICES

Tammy Shook, Division Director

Our mission in Adult and Child Protective Services is to partner with individuals, families, and communities to strengthen their efforts toward independence, permanence, and safety.

We aim to: prevent abuse, neglect, and exploitation of vulnerable children and adults and to promote self-reliance and self-sufficiency for individuals and families.



HHS SUPPORT TEAM

Jim Holland, Division Director

The Health and Human Services Support Team provides assistance to programmatic areas through planning and evaluation, budget and finance, quality assurance, and operations. The Team supports HHS programs in a number of ways, including fiscal monitoring, a focus on continuous improvement, ensuring a safe and productive work environment, program development and planning, establishing priorities and implementing program objectives, and monitoring, evaluating, and modifying services to best maximize dollars.



HUMAN RESOURCES AND ORGANIZATIONAL AND COMMUNITY DEVELOPMENT

Lisa Eby, Division Director

Through workforce and organizational development strategies, we support a robust workforce across Health and Human Services. We use communication strategies and tools to align messaging that supports best practices within HHS and



reinforces that work in the community, helping citizens to make good choices each and every day that support their safety, health, and self-sufficiency.

ACKNOWLEDGMENTS

We appreciate the guidance and support of the FY2016 County Commissioners, County Manager, and Governing Boards.

County Commissioners - Fiscal Year 2016

David Gantt (Chairman)

Joe Belcher

Miranda DeBruhl

Ellen Frost

Mike Fryar

Holly Jones

Brownie Newman

Buncombe County Manager

Wanda Greene

Assistant County Managers

Jon Creighton and Mandy Stone

Health and Human Services Board - Fiscal Year 2016

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Miranda DeBruhl

Rick Elingburg

Dr. Paul Endry

Sonya Greck

Stephanie Kiser

Don Locke

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Bill McElrath

Dr. Richard Oliver

Ken Putnam

Susanne Swanger

Dr. Candice Thul

Terry VanDuyn

Jennifer Wehe

Dr. Rick Weigel

Sharon West

Winnie Ziegler

3 EASY WAYS TO CONNECT TO SERVICES

Visit Our Offices:

40 Coxe Avenue (Economic Services)

35 Woodfin Street (Social Work Services)

53 South French Broad Avenue (Health Services)

7 Yorkshire Street (WIC Program)

339 New Leicester Highway (WIC Program)

Call Us:

Economic Services: (828) 250-5500

Social Work Services: (828) 250-5500

Public Health Services: (828) 250-5000

Visit Our Webpage:

<http://www.buncombecounty.org/hhs>