

Fairfield County Job & Family Services

STRATEGIC INITIATIVES

STABLE Families

SAFE Children

STRONG Community



Fairfield County
Job & Family
Services

Strategic Theme 1

Fairfield County Job and Family Services responsibly obtains, maximizes, and allocates financial resources.

- Community Services and Workforce Development will continue to implement and evaluate the Comprehensive Case Management and Employment Plan (CCMEP) targeting 16-24-year-old customers. We will integrate Ohio Works First (cash assistance) and Workforce Innovation and Opportunity Act (WIOA) services for person-centered case management to improve customers' employment and education outcomes by providing training, supportive services, employment and follow-up.
- Community Services will identify strategies to strengthen the fraud/benefit recovery program to recover taxpayer dollars for the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Medicaid programs
- Community Services will ensure publicly funded child care providers are compliant and able to meet the Step Up To Quality (SUTQ) rating
- Workforce Development Management Team will meet with Finance Team monthly to review budget and to analyze the tracking and forecasting of all costs related to Career Training and Supportive Services
- Child Support will continue to implement cost saving measures that absorb ongoing allocation cuts while maintaining the highest level of customer service
- Child Support Management Team will continue to meet with Finance Team monthly to monitor budget forecasts and maximize services within budget parameters
- Child Support will continue to implement new initiatives aimed at increasing potential federal incentives such as:
 - Accepting credit card payments
 - Utilizing the State Waiver and Compromise program
 - Early Intervention for new cases
 - Case Closure efforts

- Modifying court order effective dates to avoid unintended default

- **Protective Services will consistently initiate opportunities to bring increased state and federal funding to Fairfield County to maximize non-local funding streams and bring better services, practices, & treatment to local children, families, and elderly. Some current grants and pilots includes:**
 - **Ohio START (Sobriety, Treatment, & Reducing Trauma)** – New program that pairs caseworkers with peer mentors in recovery, funded by the Ohio Attorney General’s Office via the Victims of Crime Act (VOCA), with a goal of stabilizing families harmed by parental drug use so that children and their parents can recover and move forward with abuse-free and addiction-free lives.
 - **EPIC (Enhancing Permanency in Children & Families)** – Federal Regional Partnership Grant, funded by the Children’s Bureau of the Administration for Children and Families, that strengthens the Ohio START program, with not only peer recovery supporters, but also additional interventions that focus on Family Treatment Drug Court, Medication Assisted Treatment (MAT), and parenting and support for kinship caregivers.
 - **Quality Improvement Center for Collaborative Community Court Teams (QIC-CCCT)** – One of three Ohio demonstration sites for a federal grant, in collaboration with Fairfield County Juvenile & Probate court, that assesses current capacity to collaboratively address the health and substance use disorder treatment needs of infants, young children and their parents or caregivers, and creates a community approach that ensures that local entities work effectively across systems to strengthen the provision of services that are in accordance with the requirements of the Comprehensive Addiction Recovery Act (CARA).
 - **30 Days to Family** – A pilot program, funded by the Ohio Attorney General’s Office via the Victims of Crime Act (VOCA), that creates new staff members within the agency to complete diligent searches to locate relative and non-relative kin for children within the first 30 days they enter the foster care system, with a goal of keeping siblings together, maintaining school of origin, and preserving important relationships and supportive adults.

- **HOPE (Helping Ohioans Parent Effectively)** – A pilot program, with funding from the Ohio Department of Job & Family Services (ODJFS) and the Casey Family Fund, that prioritizes the planning and implementation of primary parent partners, that use their own experiences from being involved with the child protection system with their own children, to connect as advocates and mentors with parents who have open child protection cases.
 - **Succeed: Providing Hope, Support, & Empowerment for Primary Parents** – A pilot program, with funding from the Ohio Department of Job & Family Services (ODJFS) and the Casey Family Fund, designed for primary parents who have been successful in working with their Children Services agency to lead support groups for other parents who are currently involved with the child protection system, so that parents can share what has worked for them, share where to find resources and encourage each other.
- Job & Family Services will continue to strengthen oversight of fiscal processes and contract monitoring
 - Protective Services will continue to implement more thorough budgetary planning and levy forecasting with JFS Finance
 - Finance, in partnership with Information Technology, will develop integrated reporting systems aimed at maximizing agency financial resources
 - Finance will develop a comprehensive budgeting processes driven by organizational management
 - Finance will develop long-term planning tools that will be used to strengthen and stabilize agency programs
 - Finance will develop fiscal performance measurements that will be used to monitor organizational performance
 - Finance will work to develop local, regional, and state fiscal relationships that foster finance growth and development
 - Human Resources will work with Finance to create cost savings initiatives and activities for staff to participate in

Strategic Theme 2

Fairfield County Job and Family Services values and respects employees as our greatest asset.

- Utilizing a multi-faceted approach, Community Services will provide appropriate and timely community resource information to staff such as annual community resource field trip, Bridges Out of Poverty training, and quarterly trainings
- Workforce Development will develop a structured plan for staff-driven training
- Workforce Development will continue to host quarterly meetings for Ohio Means Jobs (OMJ) Partners to network and receive training on partner programs
- Child Support will continue to provide staff-requested training on topics such as domestic violence, diversity, emotional intelligence, drug awareness, self-defense, etc.
- Job & Family Services will continue consistent staff appreciation and recognition activities year round
- Job & Family Services will promote work/life balance planning and self-care to reduce burnout
- Job & Family Services will continue to offer a multi-tiered, interactive, leadership development program to staff who are interested in building leadership skills
- Job & Family Services will continue increased focus on trauma-informed care (TIC) supervision
- Protective Services will continue planning for future employee peer-to-peer support and supervision
- Protective Services will consistently utilize group supervision processes at all levels of staff
- Protective Services will continue to increase coordination for on-site training and staff development to still meet required training hour requirements, while reducing travel time and full-day out-of-office training leaves
- Finance will continue to build bridges and communication between departments for strong relationships within the organization

- Finance will develop financial tools used to develop long term planning for staff and programs
- Finance will maintain a welcoming workplace environment while professionally responding to employee and Agency needs
- Human Resources will collect information about training needs from staff to coordinate and add to the agency wide training plan
- Human Resources will offer opportunities for staff development through existing Staff Development and Succession Plan and developing more opportunities and tools for internal training
- Human Resources will coordinate and provide peer nominated awards to recognize employees
- Human Resources will recognize service and employment anniversaries with new ideas and initiatives
- Human Resources will continue to work with County partners to identify and secure additional benefits for employees, such as additional wellness incentives

Strategic Theme 3

Fairfield County Job and Family Services measures performance in all areas and supports continuous quality improvement.

- Community Services will implement a shared services model for Medicaid applications and renewals. Working with 10 other counties, customers can call 1-844-640-OHIO to apply for or renew Medicaid benefits over the phone. An audio signature is obtained and approval/denial decision is often provided during the call.
- Community Services will pilot the proposed statewide Electronic Data Management System (EDMS) system for Medicaid, SNAP, and Ohio Works First (cash assistance). We will provide feedback identifying defects and enhancements. We will conduct testing prior to statewide implementation.

- Community Services will maintain an average rate of 55% All Family and 60% Two Parent participation rate for families receiving Ohio Works First or cash assistance
- Community Services will pilot the new eligibility system for the statewide release of SNAP/TANF benefits. By March 2018 applications and redeterminations for SNAP/TANF benefits will be determined in Ohio Benefits in Fairfield County. We will complete testing on the system and identify defects and enhancements for the Ohio Benefits Worker Portal. In August, Ohio Benefits will be implemented statewide.
- Workforce Development will continue to track and monitor federal performance measures through state-provided and internal reporting systems and use that data to initiate measures aimed at maximizing outcomes
- Job & Family Services will continue to provide consultation and feedback to Northwoods Consulting Partners on the implementation of the statewide Electronic Data Management System
- Child Support will continue monthly tracking and reporting of federal performance measures, special collections efforts, court hearings and jail time imposition
- Child Support will continue to utilize an automated case management tracking system to ensure the timely and efficient enforcement of court orders
- Fairfield County Child Protective Services (CPS) is one of 15 Ohio counties chosen by the Office of Families & Children (OFC) with Ohio Department of Job & Family Services (ODJFS) to participate with the federal Child & Family Services Review (CFSR) to evaluate, improve, and monitor Ohio's performance against national standards
- Job & Family Services is a State leader with the utilization of more advanced technology solutions to better meet the needs of staff and clients
- Job & Family Services is a State leader in data collection and monitoring of current trends utilizing internally created systems
- Protective Services will continue ongoing involvement and leadership with the Public Children Services Association of Ohio (PCSAO) and their core team of

county/state leaders who work to provide input into PCSAO's health and Medicaid-related advocacy and policy initiatives, including those relating to Medicaid Managed Care

- Protective Services, in response to the growing national trend for the implementation of local Elderly Fatality Review Teams that examine unexpected elder deaths and near deaths, Fairfield County APS is currently exploring and planning for the development of a local team in our county
- Finance will continue to build bridges and communication between departments for strong relationships within the organization
- Finance will develop financial tools used to develop long term planning for staff and programs
- Finance will maintain a welcoming workplace environment while professionally responding to employee and Agency needs
- Human Resources will collect performance data and feedback in the areas of onboarding, orientation, and training to better serve current and future JFS employees
- Human Resources will conduct exit interviews to collect and analyze data regarding employee departures and turnover
- Information Technology has been and will continue to participate in new statewide technology initiatives that impact all program areas

Strategic Theme 4

Fairfield County Job and Family Services provides exceptional customer service.

- Community Services will implement a call-in intake process for SNAP applications. Customers will call the agency to conduct their SNAP interview rather than waiting for staff to call them at their appointment time.
- Customers will be able to access information regarding their Medicaid, Supplemental Nutrition Assistance Program (food assistance) and Ohio Works First (cash assistance), with Interactive Voice Response technology Consumers can call 1-844-640-6446 to hear their benefit summary status, which

includes if the benefit is pending, closed, or active and the amount of the food assistance available

- Community Services will utilize the shared services model to complete applications and redeterminations over the phone for SNAP and Ohio Works First. Working with 10 other counties, customers can call 1-844-640-OHIO to apply for or renew SNAP or cash assistance benefits over the phone. An audio signature is obtained during the call for the application or renewal.
- Workforce Development will continue to take a customer-centered approach to career advising and develop individual plans for customers to reach their career goals
- Child Support will continue to provide customer satisfaction surveys with all customer correspondence. Any requested follow up will occur within 24 hours and other results will be evaluated monthly by management.
- Child Support Case Managers will continue to attend court hearings and meet individually with customers to develop a plan to achieve mutually agreeable compliance
- Child Support Attorneys will provide current job postings and information on upcoming hiring events to customers at court hearings
- Child Support will promote registration on the statewide web portal as a means for customers to receive real-time case information at their convenience
- Protective Services will continue development and implementation of strategies and training opportunities that strengthen skills and practices in the areas of assessment, interviewing, documentation, and service planning to better engage children, families, and elderly with strength-based, solution-focused, transparent case practice
- Protective Services, as part of our current grant/pilot activities, will continue to create capacity and resources to locate family and connections for children in need of temporary placement to ensure all children remain with family and kinship caregivers whenever possible
- Finance will seek out opportunities for additional funding to provide new and expanded services
- Finance will utilize a strategic approach to communicate with customers by participating in the county "Virtual Checkbook" thus making FCJFS transparent and easily available

- Finance will work to develop communication systems and processes that educate and inform agency employees
- Human Resources will integrate customer service training and best practices into the new hire onboarding/orientation process
- Human Resources/Public Relations will share necessary and helpful information via social media and other media outlets to inform customers of changes and new initiatives to programs and services

Strategic Theme 5

Fairfield County Job and Family Services promotes community collaboration and partnerships.

- Community Services will provide leadership to implement 3 community-wide projects such as Circus Night, Veteran’s StandDown, and Lutheran Social Services holiday support
- Community Services will work in partnership with Information and Referral to provide school clothes and school supply kits to eligible families
- Workforce Development will continue to play a leadership role in the *Workforce Education Initiative* that is developing career pathways for non-collegebound students
- Workforce Development will continue to partner with Ohio University-Lancaster to host an annual Job Fair to facilitate connections between local employers and job seekers
- Job & Family Services staff are members of local Boards, Coalitions and Councils including:
 - Meals on Wheels
 - Metropolitan Housing
 - Community Health Improvement Plan
 - Lancaster Public Transit
 - Business Advisory Council
 - Rotary Club of Lancaster
 - The Lancaster Cause supporting Tour de Cause
 - Fairfield Co. Law Library

- 211 Information and Referral Board
 - Health Council of United Way
 - Education Council of United Way
 - Income Council of United Way
 - Fairfield County Adults and Children with Disabilities
 - CHIP, Fairfield County Health Department
 - Reentry Coalition
 - OSU Extension Advisory Committee
 - Head Start Policy Council
 - Housing Coalition
 - Family, Adult, and Children First Council
 - Older Adult Network
 - Hunger Alliance
 - Suicide Prevention Committee
 - Child Fatality Review Board
 - Project F.O.R.T. (Fairfield Overdose Response Team)
 - Youth Mobile Crisis Planning Committee
 - OU Human Services Technology Board
 - Building Trauma-Informed Systems Advisory Group
 - Perinatal Leadership Team
 - Harcum House Advisory Board
 - Community Health Improvement Plan (CHIP) Stakeholder Group
 - Prevention Works Board
 - Lancaster Festival
 - Fairfield County Foundation
 - Ohio Public Employer Labor Relations Association
- Job & Family Services staff participate on many statewide committees including:
 - Ohio Child Support Directors' Association Subcommittees
 - Ohio Job and Family Services Director's Association (OJFSDA) Policy Workgroup
 - OJFSDA Fiscal Committee
 - OJFSDA Workforce Committee
 - Childcare Committee
 - Ohio Benefits Reports Task Force
 - East Central Ohio District Administrator Committee
 - Partners for Ohio Families (PFOF) Board
 - Central Ohio Regional Prevention Council
 - Behavioral Health Leadership Group
 - Permanency Roundtable Advisory Council

- Ohio Differential Response Leadership Council
 - Foster Care Advisory Group
 - Children’s Continuum of Care Reform Committee
 - Ohio Coalition of Adult Protective Services (OCAPS)
 - Ohio START Steering Committee
 - ProtectOHIO Consortium
 - Public Children Services Association of Ohio (PCSAO) Community Education Committee
 - Child & Family Services Screening Committee
 - Ohio Intimate Partner Violence (IPV) Collaborative
 - Ohio Department of Job & Family Services County Agency Technical Strategy
- Child Support Legal Team partners with the local Bar Association and Courts to provide annual training, staff the Pro Bono Legal Clinic and host Quarterly Attorney Networking meetings
 - Protective Services, as part of our current grant/pilot activities and in response to the current opioid crisis, is leading local and state coordination efforts for increased collaboration with community partners, providers, and experts to enhance the substance abuse interventions available for parents, caregivers, and impacted children to include:
 - Expansion of peer parent & family mentors
 - Strengthened SAFE Court & Family Court interventions with our Juvenile Court partners
 - Increased Medically Assisted Treatment (MAT) access & effectiveness
 - New kinship caregiver supports to assist with in-home parenting and addiction education
 - Protective Services will continue to increase efforts with physical & mental health leaders, private foster care/treatment providers, and Managed Care Organizations (MCO) to identify the local service gaps and needed access to care for foster children that can best meet their needs and reduce trauma, as well as keep them close to home in their own communities and schools
 - Protective Services will continue planning for new outreach and collaborative activities with our older adult community partners to strengthen the structure and participation of our local APS I-Team
 - Protective Services will continue relationship-building and partnering with our faith-based community via our Care Portal project, which is the local ministry component of the larger Global Orphan Project, that partners the child protection system and churches to help families in crisis

- Protective Services expanded our CPS Champions Program, a Fairfield County collaboration between CPS and local school districts to better support at-risk children and families, with the provision of specialized onsite child protection training, an identified CPS liaison, and selected staff “Champions” within schools
- Job & Family Services will continue strengthened collaboration and communication with other community partners to better meet the needed resources and support for kinship caregivers
- Finance will develop fiscal performance measurements that will be used to monitor organizational performance and inform community and agency stakeholders
- Human Resources will collaborate with other community partners to identify training and development opportunities that would mutually benefit employees in the human services field, across partner agencies
- Job & Family Services will seek out and coordinate a presence at community events to increase community collaboration and partnerships
- Information Technology will continue to develop systems that ease communication and increase efficiency between our agency and the community