



Lyon County Human Services Annual Report to Our Community

Fiscal Year 2014 – 2015



Lyon County Human Services’ primary responsibility is to provide for the human service needs of the County’s residents, especially those most at risk. To meet this responsibility, programs and services are designed to promote the economic independence and social well-being of individuals and families across the lifespan.



Reflection

Throughout fiscal year 2015, Lyon County Human Services (LCHS) continued to expand and rebuild services in collaboration with federal, state, and local government and community partners. The reorganization that began in 2014 realigned programs within respective divisions in order to strengthen the department’s internal systems and capacity.

With the reorganization came a year of significant challenges. The department experienced changes in key management staff and long-term employees, and the implementation of new and enhanced programs and services.

Despite the challenges, the year produced rewarding outcomes that contributed to the ongoing development of the department’s innovative and forward-thinking approach to the delivery of human services.

The professionalism and dedication of the department’s existing employees, and their commitment to excellence and wise stewardship of the taxpayer dollars, helped meet the department’s expectations.

LCHS is a vital part of the communities’ continuum of support. Together with our partners’ expertise, resources, and missions, we strengthen the systems that provide services to the most vulnerable residents of Lyon County.

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Mission: To provide progressive leadership to enhance the well-being of individuals and families across the lifespan.
Vision: Community Members are empowered, connected, and supported.

Circle of Influence

Enhancing Systems ~ Changing Lives ~ Improving Communities

In 2015, the department continued to develop the reorganization that began at the end of the previous fiscal year. This process focused on building capacity and improving the efficiency of service delivery. Programs and services were further realigned within divisions to better serve the communities, and staff at all levels engaged in opportunities to improve existing systems.

An internal framework was developed to increase support for individuals and families across the lifespan. The infrastructure was enhanced to allow for a more coherent and seamless service delivery system, one that improved the connectivity to other components of the social safety net, including internal division referrals.

Beyond the referral, the staff in the respective divisions worked together, and with community partners, to ensure the success of the service referrals and the opportunity for individuals to change the direction of their lives.

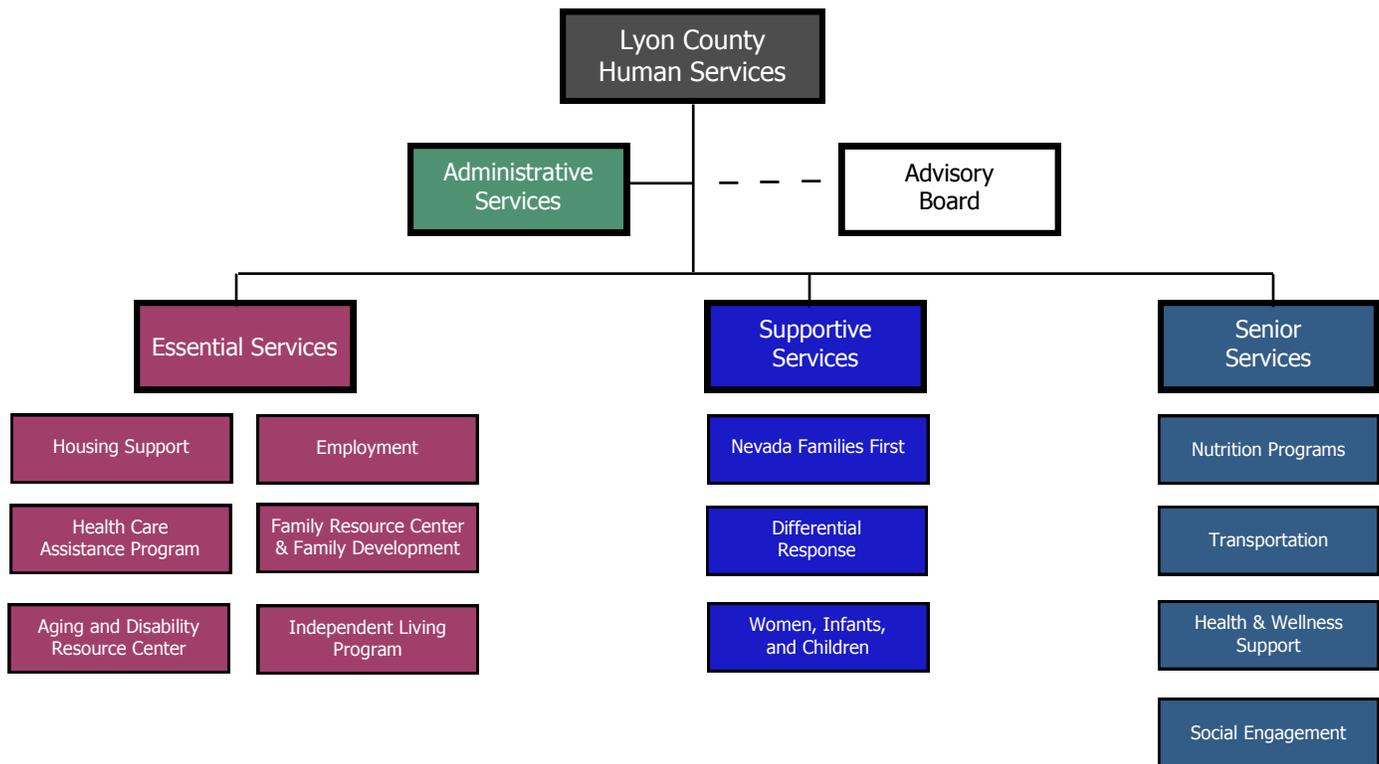
The strength of this reorganization lies in an expanded circle of influence resulting in positive impacts to individuals, families, and Lyon County communities.



Lyon County Human Services Department Structure



Organizational Chart Based on ongoing Department Restructure



2014 - 2015 Budget

	County Tax Rate	Grants	Donations and Fees	TOTAL
Essential Services¹	\$ 955,039	\$ 423,938	\$ 0	\$ 1,378,977
Senior Services	\$ 416,000	\$ 666,262	\$ 105,743	\$ 1,188,005
Supportive Services¹	\$ 0	\$ 545,353	\$ 0	\$ 545,353
Nevada Revised Statute - Pass Through to State²	\$ 2,451,709	\$ 0	\$ 0	\$ 2,451,709
TOTAL	\$ 3,822,748	\$ 1,635,553	\$ 105,743	\$ 5,564,044

¹ Funding for Essential Services and Supportive Services was not completely separated for FY15

² The State Pass Through budget includes state mandates that assess counties for the cost of providing Developmental Services to Children, Child Protective Services, Medicaid Match (skilled nursing and community-based waivers), Community Health Nursing, and an assessment for the Supplemental Medical Program and Indigent Accident Fund.

Senior Services



The **Senior Services Division** supports the day-to-day operation of three senior centers and a transportation program in each community. The division promotes positive aging through the provision of nutrition services, health and wellness opportunities, and transportation assistance to individuals that are sixty years or older. The Dayton, Fernley, and Silver Springs Senior Centers are the community focal points for their respective aging population. During this year, nearly 1,500 individuals received services from the senior centers and many more were referred to external services.

Nutrition Services provide congregate (in-center dining) and home-delivered meals, link older adults to supportive services, decrease social isolation, and provide nutrition education and counseling to help decrease or manage chronic health conditions.

~ **In-Center Dining** provides a senior-friendly environment for individuals to receive a nutritious meal, volunteer their expertise and services, and enjoy social interactions. Within the past year, 33,039 meals were served at the senior centers.

~ **Home-Delivered Meals** is a service provided to those participants who are unable to leave their home due to difficulty performing Activities of Daily Living (ADLs). Services include the delivery of a nutritionally balanced meal, assessment for additional services, referral to necessary resources, and a daily welfare check through interaction with staff during delivery. The meal delivery program reduces the risk of isolation and eases the burden placed on caregivers. Approximately 37,607 meals were delivered within the last year throughout Lyon County.

Transportation ~ This program offers transportation to and from the senior center for meals and socialization. Transportation increases options for seniors, enhancing their ability to live more independently. The senior center transportation program provided 10,802 rides in 2015.

Medical Transportation ~ This service offers non-emergency medical transportation to appointments within Lyon County as well as Reno, Fallon, and Carson City. Medical appointments include primary care, minor same day surgery, dialysis, dental,

vision, mental health, and pharmacy pick up. This program also delivers medical equipment, supplies, and nutrition supplements to seniors in the community. The Medical Transportation program provided 1,800 rides to and from medical appointments during the last year.

Health and Wellness ~ In addition to providing many education and social opportunities for seniors, the division participates in the National Senior Health and Fitness Day each year. The 2015 theme was "If you keep moving... you'll keep improving". The division sponsored a Health and Fitness Fair in May that provided seniors across the county an abundance of health and wellness information. The senior centers have hosted numerous presentations and classes to advocate and provide health and wellness education. The classes have varied from yoga to successful smoking cessation classes.

Senior Centers: A Focal Point for Resources

Senior centers across the nation are focal points for comprehensive and coordinated service delivery to older adults. They are an entry point to an array of services that assist individuals to age in a successful and productive manner, living independently in their communities.

In addition to meals and transportation, the centers offer a wide range of health, education, recreation, volunteer, and other social interaction opportunities for the participants. These opportunities are designed to enhance dignity, support, independence, and encourage community involvement. This is a concept that is brought to life through the engagement with senior center staff, volunteers, participants, and the resources that are made available.

This environment counters isolation and loneliness that can threaten the physical and mental well-being of senior adults. The centers are also a resource for the entire community, providing services and information on aging and assisting family and friends who care for older persons.

This holistic approach is the framework Lyon County Senior Services continues to build upon, offering a sense of purpose and value that allow individuals to age in place.

Essential Services



The **Essential Services Division** supports individuals and families in order to alleviate hardships, strengthen overall quality of life, and move toward self-sustainability. This effort is achieved through an integrated Wraparound Service model. This model is an intensive, holistic method of engaging with individuals with complex needs so they can live as independently as possible. The individual/family is the primary participant in collaboratively developing, implementing and evaluating success of a joint case plan. This year, 4,489 individuals received integrated services through the Wraparound model. Several hundred additional individuals received information and referral and connection to external long-term income and other support services.

The **Employment Program** ~ This service focuses on strengthening volunteer/employment opportunities for individuals through the following components:

- Technical knowledge for application and interview process
- Educational and skill development support
- Case management to identify and resolve barriers
- Retention monitoring to assist with employment and volunteering transitions

Housing Support ~ This program provides individuals in crisis with housing stabilization and also with intensive case management for those who are verified homeless. Individuals and families who are at risk of becoming homeless receive stabilization assistance that may include rent and utility assistance combined with case management services. LCHS is the Centralized Intake agency for homelessness in Lyon County. Each individual claiming homelessness receives a vulnerability assessment which identifies the risk level for state/federal housing services.

Family Resource Center (FRC) and Family Development ~ Individuals receiving services through this program are provided with information and referral, and case management to assist with accessing services to strengthen and support the family. The FRC collaborates with community partners, including local service providers, schools, faith-based organizations, and other government agencies.

Health Care Assistance ~ This service is specific to NRS428 and provides financial assistance for emergency medical services for individuals who are eligible under the statute. It also provides for the cost of cremation services.

Aging and Disability Resource Center (ADRC) ~ The ADRC serves as a single point of entry into the long term support system for individuals with functional limitations and their families. The program assists individuals and family members identify needs, provides information on the full range of options available, and help people access benefits for which they might qualify.

The **Independent Living Program** ~ This service provides case management to older individuals and/or their representatives to identify priorities for quality of life, including living independently. A service plan is mutually developed that addresses deficits in Activities of Daily Living and Instrumental Activities of Daily Living. The case manager implements and monitors the service plan.

Homemaker Services

Person-centered homemaker and chore assistance service is provided to individuals, age 60 and older, who are unable to perform some or all of their desired homemaker services, due to identified functional deficiencies, and because they are in need of a support system to provide essential homemaker services. In FY 15, 45 individuals received 4,063 hours of homemaker and chore assistance services.

Person-Centered Approach

Essential Services has implemented a person-centered approach to forward movement of individuals. It includes the individuals requiring assistance as equal partners in planning, developing, and monitoring their case plan to make sure it meets their needs.

This approach puts people and their families at the center of decisions and sees them as experts, utilizing their strengths to work alongside a Human Service Specialist to achieve the best outcome.

Essential Services is not just about crisis intervention for families. The division considers each family's desires, values, individual situations, social circumstances, and lifestyles; seeing the person as an individual, and working together to develop appropriate solutions for forward movement out of poverty and to self-sustainability.

Supportive Services



The **Supportive Services Division** provides families and children with appropriate tools and resources necessary to work toward more stable and productive lives. Through support and encouragement, these programs work collaboratively with individuals and other agencies to provide services to improve quality of life for children and families. Supportive Services promotes the well-being of children and the self-sufficiency of families through these collaborative partnerships.

Women, Infants, and Children (WIC) ~ This supplemental nutrition program for women, infants, and children provides for supplemental foods, health care referrals, and nutrition education for low-income pregnant, postpartum women, and infants and children up to age five who are found to be at nutritional risk.

The program also offers breastfeeding support and referrals to other community services. WIC focuses on improving the health of women and children by promoting breastfeeding, good nutrition, exercise, preventative health, and healthy child development. During this reporting period, WIC assisted an average of 1,235 individuals each month.

Nevada Families First (NFF) is an evidence-based early childhood home visiting program. NFF is a Parents as Teachers (PAT) affiliate and utilizes the PAT curriculum. At the affiliate level, evidence-based practice is maintained by implementing the model with consistency while applying the curriculum to family visit plans, with a focus on group connections, screenings, and connection to appropriate resources for individual family situations.

This was the implementation year for the Nevada Families First program. During this time, the infrastructure was developed, including the necessary PAT certification training and outreach to generate referrals. The initial investment created a strong foundation for the programs future success. Seventeen (17) families were accepted into the NFF program during this implementation phase.

Differential Response (DR) ~ This an early intervention and child abuse prevention program; a partnership between Nevada Child Protective Services (CPS) and Supportive Services to respond to screened-in Priority Three (3) child abuse/neglect cases.

Instead of the traditional CPS investigative approach (reserved for higher priority cases), Differential Response conducts assessments of the families referred by CPS; determines the safety of the child/children; and assists the family with developing a plan that will alleviate the crisis situation and support a more stable environment for the family. This year, 126 families were referred to the DR program.

Positive Childhood Experiences

Supportive Services provides services that can help change the course for the next generation of Nevadans. Data clearly indicates that supportive services for children and families reduce many of the Adverse Childhood Experiences (ACEs) that later negatively impact the health and well-being of individuals.

The division offers strategies for families that provide for positive childhood experiences, including enhancing the families' protective factors. These conditions or attributes in individuals and families eliminate risk and improve the health and well-being of children and families.

The division's staff, through the protective factors framework, help parents to find resources, supports, or coping strategies that allow them to parent effectively, even under stress, thus, increasing positive experiences for children.

Lyon County Human Services

Fiscal Year 2015 Strategic Plan Accomplishments

Lyon County Human Services' (LCHS) five year Strategic Plan (FY 2015—FY 2019) serves as a roadmap for LCHS staff. The plan guides the department's actions on a daily basis, focusing toward achieving results that promote a community in which members are empowered, connected, and supported. This section of the Annual Report speaks to the strategic plan accomplishments by the department during this reporting period.

During FY 2015, three goals and objectives were established for Critical Issue #1, Internal Systems Need Strengthening. In an effort to be responsive to community needs, the department's first year of the plan focused on building internal capacity and improving existing department systems. The goals and objectives for this year were specific to Critical Issue #1.

Critical Issue #1, Internal Systems Need Strengthening

FY 2015 Goal 1: LCHS will invest in staff and provide opportunities for professional development.

The Objective: Establish and implement a cross-training program for LCHS staff.

A staff subcommittee developed an Employee Cross Training policy. The policy defined an intentional system of pairing staff with cross-training opportunities to benefit individual employees and the organization. It identified the program, processes, and the knowledge transfer through an evaluation component. The training is designed to enhance an employee's opportunities for mobility and advancement within the organization.

FY 2015 Goal 2: LCHS will adjust its structure and processes to respond strategically to emerging needs within its scope.

The Objective: Establish a framework for responding to emerging needs with a focus on issues most relevant to LCHS service populations.

An Emerging Needs Framework policy was developed by a staff subcommittee. The framework defined the approach for responding to emerging needs, with a focus on issues most relevant to the LCHS service population. The policy will guide the department in determining the most appropriate framework to be used in resolving an identified community need that is growing in strength.

FY 2015 Goal 3: Information will be shared throughout the organization in a manner that values staff input.

The Objective: Engage staff in developing an internal communications protocol that directs how information will be shared across all service sectors and locations.

An Internal Communications policy was developed by a staff subcommittee. The policy directs how information will be shared across all service sectors and locations. It defines multiple communication methods within the department that will ensure information is shared among all LCHS staff and divisions.

Lyon County Human Services Looking to the Future



FIVE YEAR STRATEGIC PLAN

During the process to develop the FY 2015-2019 Strategic Plan, four critical issues emerged from a review of an environmental scan and a department SWOT analysis. These issues were validated through community outreach involving key informant interviews and focus groups. The LCHS Strategic Plan Steering Committee developed goals and objectives for each critical issue. The critical issues and corresponding goals and objectives serve as a framework for the department.

In FY16, LCHS will focus efforts on achieving goals in three of the four critical areas. Goals and objectives for the fourth critical issue, Insufficient Community-Based Resources, will be fully addressed in FY18. Below is a synopsis of the critical issues and the goals and objectives that will be accomplished during the coming fiscal year.

INTERNAL SYSTEMS NEED STRENGTHENING

The organization has become involved in a variety of community endeavors in an effort to be responsive to community needs. As a result, the organization has stretched beyond its resource capacity and internal systems have suffered. Internal systems need to be strengthened and an intentional effort towards communication and staff development needs to occur so that there is a clear understanding of the role and deployment of responsibilities within the organization.

Goal 1: LCHS will invest in staff and provide opportunities for professional development.

Objective: Develop a component to the annual review process that collaboratively identifies professional development goals for LCHS staff.

INSUFFICIENT COMMUNITY BASED RESOURCES

Many Lyon County residents suffer from limited access, availability, and affordability of services needed for achieving a sufficient quality of life. The most recent economic recession has resulted in more people requiring support to meet their basic needs. In addition, there are insufficient prevention based services which could alleviate the need for intervention in the future.

Goal: To be fully executed in FY18.

COMMUNICATION EFFORTS ARE INADEQUATE

Community members and partners do not have adequate information about LCHS. As a result, people who are eligible may not be receiving services, and misconceptions about the organization reduce the opportunities to strengthen systems and partner effectively.

Goal 1: There will be a general understanding of LCHS which drives people to access and support the efforts of the organization.

Objective: Establish a communications plan that directs how LCHS will proactively communicate with the public, partners, and key stakeholders in the community.

INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET INCREASING NEED

Human Services programs are dependent upon public and private funding, which is becoming more constrained while the demand for services continue to increase. There are insufficient resources to equip LCHS to be more adaptable in its response to emergent needs.

Goal 1: LCHS will have the resources necessary to be responsive to community needs.

Objective: Ensure that existing resources are used with maximum efficiency without jeopardizing program quality.