

APS Program Operational Plan: North Carolina

State/Territory/District	North Carolina
Contact	Karey Perez, Adult Services Section Chief Karey.perez@dhhs.nc.gov , 919-855-4985
Budget Allocation	\$7,973,126
Timeline	AMERICAN RESCUE PLAN ACT (ARPA) OF 2021- Grant 1 August 2021 – September 2023 \$2,579,576 AMERICAN RESCUE PLAN ACT OF 2021 - Proposed Grant 2 August 2022 – September 2024 \$5,393,550
Vision 2025 The Vision clarifies what your ARPA Grant 1 Program aspires to become and to achieve. It is designed to inspire by providing a picture of where the program is heading in 3-5 years. Note: If you are a part of a larger organization, does it have its own future vision? If so, you may want to adapt it to your own program.	The shared vision held by the APS Program of the North Carolina Division of Aging and Adult Services, County Department of Social Services, and key program stakeholders is to advance innovative solutions that foster and promote safety, independence, and the improvement of health and well-being for vulnerable adults.

<p>Mission Statement</p> <p>Mission and Values statements can be an effective tool to educate the public; state and local government officials; state government agencies; provider agencies; and service recipients as to what the Adult Protective Services is and how they do business.</p> <p>Mission Statements answer four key questions about your APS Program:</p> <ul style="list-style-type: none"> • Who do we serve? • What needs do they have that we can fulfil? • How do we meet those needs? How do we make the clients' lives better? • Does it link directly to the Vision Statement? <p>Note: if you are a part of a larger organization, does it have its Mission Statement? If so, you may want to adapt it for your own program.</p>	<p>The APS Program of the Division of Aging and Adult Services works to promote the independence and enhance the dignity of North Carolina's older adults, persons with disabilities and their families through a person-centered, whole person care, community-based system of opportunities, services, benefits, and protections.</p>
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<p>Guiding Principles / Core Values Guiding Principles or Core Values guide internal processes and client interactions for your APS Program.</p> <p>Note: if you are a part of a larger organization, does it have its own set of Guiding Principles or Core Values? If so, you may want to adapt it for this program.</p>	<p>Belonging Intentionally promote an inclusive, equitable workplace that reflects the communities we serve, where everyone feels a sense of belonging, and our diverse backgrounds and experiences are valued and recognized as strengths.</p> <p>Joy Have joy and balance at work so we all bring our A-game when serving the people of North Carolina.</p> <p>People-Focused Focus on the people we serve, deliver value and make a positive impact on their lives and communities.</p> <p>Proactive Communication Maintain an open and trusting environment for collaboration and continuous improvement with our team, stakeholders and the people we serve.</p> <p>Stewardship Be good stewards of resources and time to create a positive impact for those we serve.</p> <p>Teamwork We are all one department, one team, working toward one goal: to improve the health, safety and well-being of all North Carolinians.</p> <p>Transparency Share expertise, information and honest feedback within the Department and with stakeholders and the community. Ask for help when needed.</p>
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<p>Goals for Program Improvement</p> <p>These are goals to be obtained in order to move your APS program from current practices to your Vision.</p> <p>Now that you have new funds targeted for your work with APS, what can be enhanced or improved in your current program? These goals must meet the APS Formula Grant requirements. It is recommended these goals become SMART goals (specific, measurable, actionable, and timely).</p> <p>Using the results of your Environmental Scan, identify key issues that need to be addressed during this planning cycle.</p> <p>These are goals to move your APS Program from current practices to your Vision #1.</p>	<ol style="list-style-type: none"> 1. Establishment of a Leadership Team to direct and oversee the planning and implementation of APS Improvements. 2. Planning and development to support the APS' Strategic Training Program. 3. Establish and support of the Consistency of Practice Improvement Design Team as they plan and implement strategies to drive policy development, trainings, and policy interpretation that promote the consistent application of APS practices across NC. 4. Establish and support of the Community Stakeholder Engagement Improvement Design Team as they plan and implement strategies to promote collaboration within and across NC's counties to enable stakeholders to share information and promote improved services and supports to NC's elderly and vulnerable adults. 5. Establish and support of the Community Education Improvement Design Team as they plan and implement strategies to promote sharing of information with community service providers to foster communities and families that are educated about adult protective services and supports. 6. Establish and support of the APS Statutory Improvement Design Team as they plan and implement strategies to update NC APS laws that advocate for positive improvements and outcomes for those served by APS. 7. Seek Executive Order support for APS Statutory Improvement Design Team and other NCDAAAS designated stakeholders by conducting research, assessing findings, and recommending updates. 8. Development of a Continuous Quality Improvement (CQI) Process Design Team to plan and implement inclusive strategies that positively impact practices and processes which promote improved outcomes for North Carolina's adult and aging population. <p>*All goals will follow approved project charters to achieve identified deliverables.</p>
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<p>Targeted Improvement Projects</p> <p>Using the results of your Environmental Scan and PESTEL, describe the targeted improvements and enhancements needed for this planning cycle.</p> <p>Your improvements should be concrete, measurable, and complete.</p> <p>WHY is this improvement needed? What Purpose or NEED will it fill? What RESOURCES will be used? What ACTIVITIES will it entail? What are the direct OUTPUTS of the activities? What are the intended results and how will clients benefit?</p> <p><i>See example on next page.</i></p>	<ul style="list-style-type: none"> • Consistency of Practice – Engage in continuous quality improvement efforts to drive policy development, trainings, and policy interpretation that promote the consistent application of APS practice in NC <ul style="list-style-type: none"> ○ Deliverables include: <ul style="list-style-type: none"> ▪ Development of design teams, meeting agendas, meeting summaries and progress updates ▪ Develop materials and present and attend DAAS forums ▪ CQI Implementation Plan ▪ CQI Tool ▪ Training Program Review and Recommendations Report ▪ Strategic APS Training Plan ▪ Develop and provide training curriculums for the Fundamentals of APS and Foundations for Aging and Adult Services ▪ Develop training curriculum and materials for four content areas ▪ Train the trainer program once per quarter up to three times • Community Stakeholder Engagement – Promote collaboration within NC’s counties and across counties to enable stakeholders to share information and promote improved services and supports to NC’s elderly and vulnerable adults <ul style="list-style-type: none"> ○ Deliverables include: <ul style="list-style-type: none"> ▪ Development of design teams, meeting agendas, meeting summaries and progress updates ▪ Develop materials and present and attend DAAS forums • Community Education – Promote sharing of information with community service providers to foster communities and families that are educated about adult protective services and supports <ul style="list-style-type: none"> ○ Deliverables include: <ul style="list-style-type: none"> ▪ Development of design teams, meeting agendas, meeting summaries and progress updates ▪ Monthly Community Education, Monthly Activity Memo ▪ Community Education Plan ▪ Develop materials and present and attend DAAS forums
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- **APS Statutory Improvement** – Implement updates to NC APS laws that advocate for positive improvements and outcomes for those served by APS
 - **Deliverables include:**
 - Development of design teams, meeting agendas, meeting summaries and progress updates
 - Create and update (as necessary) the APS Statutory Improvement Implementation Plan
 - Conduct research and document gaps and subsequent recommendations
 - Compile national and state research and product from APS Statutory Improvement Plan into prepared presentations for specific stakeholder groups
 - Executive Order Support Monthly Meeting Memo

Purpose/Needs to be filled by ARPA Funds	Inputs (Resources Deployed)	Activities	Outputs from Investment	Short-Term Outcomes	Long-Term Outcomes
<p>APS system is outdated and needs improvement.</p>	<p>\$2,000,000 contract with Public Knowledge, and oversight and contributions of DAAS/DHHS Team.</p>	<p>ARPA1-PROJECT 1 APS Improvement Tasks</p>	<p>Establishment of a Leadership team to direct and oversee the planning and implementation of Design Teams to execute APS System Improvements.</p> <p>Establishment of 4 APS System Improvement Design Teams.</p> <p>Development of APS Strategic Training Program.</p>	<p>County DSS' will have additional access to training in key areas of APS.</p> <p>Development of approved project charters to begin APS System Improvement work.</p>	<p>Increased community stakeholder engagement.</p> <p>Increased community education.</p> <p>Improved consistency of the application of APS practices among County DSS'.</p> <p>Implementation of APS statutory improvement.</p>
<p>All counties need to have an active MDT to deal with complex cases.</p>	<p>\$200,000 contract with UNC School of Government, and oversight and contributions of DAAS/DHHS Team.</p>	<p>ARPA1-PROJECT 2 MDT establishment and support for all 100 counties - Execute contract with UNC School of Government.</p>	<p>1. An online training curriculum for team members who are at various stages of development of an MDT.</p> <p>2. An MDT "help desk" which would include one or more individuals who can serve as a resource for county teams.</p>	<p>Training course for County DSS' and other members of county MDTs.</p> <p>Established resource for questions regarding creating a new MDT or addressing barriers of existing MDT's are facing.</p>	<p>Increased awareness and use of highly trained MDTs.</p> <p>Establishment of additional MDTs in all 100 counties.</p>

		<p>Contract will cover the cost of creating a new online training curriculum and an MDT “help desk”.</p>	<p>Teams could, for example, need help with starting a new team, gathering information and resources to support their team’s work, or strategizing approaches for overcoming challenges facing their team.</p> <p>3. Multi-day in person MDT trainings at the SOG for new and existing MDTs that focus on team building and collaboration.</p> <p>4. A team of state-wide experts (fiduciary law attorneys, experts in the field of securities, insurance, Medicaid, Medicare or other types of fraud, geriatricians, forensic accountants, psychologists, mental health experts, substance abuse disorder experts, etc.)</p>	<p>Access for County DSS’ to statewide experts.</p>	
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			<p>that are available to support local MDTs when they have adult abuse, neglect, and exploitation cases that involve unique or challenging issues and do not have the local expertise to apply to the case.</p> <p>5. A legislative team that identifies (i) challenges to the creation and growth of MDTs in existing NC law and (ii) options for policy solutions. The team would consist of professionals working in the field of aging and adult services and members of MDTs. The SOG could provide technical support.</p>		
Need to expand and develop APS training from foundational to advanced.	\$177,151 contract with UNC School of Social Work and oversight and contributions	ARPA1-PROJECT 3 Foundational and advanced training development -	4 New training curriculums in APS program areas.	County DSS' have additional access to APS training in several content areas. Training courses will cover new skill areas.	Increased ability for County DSS to receive reports, conduct intakes and evaluations, plan/provide for services, make case determinations, documenting and closing cases, and continuous quality

	of DAAS/DHHS Team.	contract with UNC Cares.			improvement topics that will improve outcomes for elderly and disabled adults in NC.
An online learning platform is needed to enable DAAS to create new, advanced, and evidenced based training.	\$202,425 contract to establish a Learning Management System and oversight and contributions of DAAS/DHHS Team.	ARPA1-PROJECT 4 LMS Training Platform	Established Learning Management System.	Improved access to training. DAAS staff will have greater ability to provide virtual training.	Improved consistency of practice. Staff will be trained, leading to better outcomes and more consistent practices.
New reporting software due to multiple outdated Adult Services data collection systems (Adult Protective Services Registry (APS-R), Disinterested Public Agent Guardian (DPAG), and Special Assistance In-home (SAIH) Tacking Tool) that do not interact.	\$1,500,000 contract with a company to provide or create reporting software for Adult Services programs (APS-R, DPAG, and SAIH) and oversight and contributions of DAAS/DHHS Team.	ARPA2-PROJECT 1 Adult Services Data Management and Reporting Software (APS-R, DPAG, and SAIH)	New Reporting System.	Reduced time spent pulling and compiling reports, more accurate data, and additional reporting capabilities across Adult Services programs.	Improved ability to identify trends in APS, provide quality metrics, and report to systems such as NAMRS.

<p>Counties have minimal funding to help provide for immediate needs of APS clients.</p>	<p>\$1,500,000 funding to assist County DSS in providing essential services to vulnerable and disabled adults.</p>	<p>ARPA2-PROJECT 2 APS Essential Services Funding</p>	<p>This Essential Services Fund must be used to provide and arrange for essential needs on behalf of an individual receiving APS. These services include the provision of medical care for physical and mental health needs, assistance in personal hygiene, assistance with obtaining appropriate food, clothing, seeking and providing adequately heated and ventilated shelter, providing for protection from health and safety hazards, and protection from physical mistreatment and exploitation.</p>	<p>County DSS' will have access to funding to assist those disabled adults in need of protection, where funding is limited or exhausted.</p>	<p>Improved relationships with population served.</p> <p>Identification of program areas that may need additional funding.</p> <p>Increased protection and better outcomes for vulnerable and disabled adults in North Carolina.</p>
<p>Additional staff are needed in order to properly serve the 100 NC County DSS'.</p>	<p>\$1,191,125 in funding, state HR, and DAAS leadership.</p>	<p>ARPA2-PROJECT 3 State Training and CQI Positions</p>	<p>Hire 7 additional state staff members for a two-year term.</p>	<p>Increase the number of staff available to create and deliver training, monthly consultations, and provide programmatic guidance.</p>	<p>Increased availability of training and programmatic guidance and oversight which will provide County DSS' with additional knowledge and guidance to better screen for abuse, neglect, and exploitation and increase the protection they provide to vulnerable and disabled adults.</p>

<p>An ongoing online learning platform is needed to enable DAAS to create new, advanced and evidenced based training.</p>	<p>\$202,425 contract to continue established Learning Management System from ARPA 1 and oversight and contributions of DAAS/DHHS Team.</p>	<p>ARPA2-PROJECT 4 LMS Training Platform</p>	<p>Continuation of the established Learning Management System.</p>	<p>County DSS' and Guardianship Corporations will continue to have improved access to training. DAAS staff will have greater ability to provide virtual training.</p>	<p>More County DSS staff will be trained, leading to better outcomes and more consistent practices for vulnerable and disabled adults.</p>
<p>APS system is outdated and needs improvement.</p>	<p>\$1,000,000 contract with Public Knowledge, and oversight and contributions of DAAS/DHHS Team.</p>	<p>ARPA2-PROJECT 5 APS Improvement Tasks</p>	<p>Continuation of efforts by design teams.</p>	<p>Continued APS Improvement tasks.</p>	<p>Increased community stakeholder engagement. Increased community education. Improved consistency of the application of APS practices among County DSS'. Implementation of APS statutory improvement.</p>

Budget / Spending Plan for ARPA funds – Semi-annually for 3 to 5 years

Budget/Spending Plan will be used to enhance, improve, and expand the ability of APS workers to investigate allegations of abuse, neglect, and exploitation. Be sure to use separate line items for each major improvement project.

Operational Plan Submission due by **January 31, 2022**.

ARPA 1- First Grant Allocation - August 2021 - September 2023

	Description	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	Total
Project 1	APS Improvement Tasks- Contract with Public Knowledge	\$500,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Project 2	MDT establishment and support for all 100 counties- Contract with UNC School of Government	\$200,000				\$200,000
Project 3	Foundational and advanced training development- Contract with UNC CARES				\$177,151	\$177,151
Project 4	LMS Training Platform		\$202,425			\$202,425
Total		\$700,000	\$702,425	\$500,000	\$677,151	\$2,579,576

ARPA 2- Second Grant Allocation - August 2022 September 2024

	Description	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
Project 1	Adult Services (APS, DPAG, and SAIH) Data Management and Reporting Software	\$375,000	\$375,000	\$375,000	\$375,000	\$1,500,000
Project 2	APS Essential Services Funding	\$1,500,000				\$1,500,000
Project 3	State Training and CQI Positions	\$297,781.25	\$297,781.25	\$297,781.25	\$297,781.25	\$1,191,125
Project 4	LMS Training Platform				\$202,425	\$202,425
Project 5	APS Improvement Tasks- Contact with Public Knowledge	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
Total		\$2,422,781.25	\$922,781.25	\$922,781.25	\$1,125,206.25	\$5,393,550

Summary of ARPA 1 + ARPA 2 Expense

	2022 Period 1	2022 Period 2	2023 Period 1	2023 Period 2	2024 Period 1	2024 Period 2	Total
Summary	\$700,000	\$702,425	\$2,922,781.25	\$1,599,932.25	\$922,781.25	\$1,125,206.25	\$7,973,126