

Joint Meeting: Board of Health and Board of Social Services January 29, 2024

The Board of Health met under the direction of Dr. Stelma as a quorum was established. The Social Services Board, lacked a quorum.

The Joint Meeting convened with the Health Board and Social Services Board to receive a presentation regarding the consolidation of departments. Ms. Kristi Nickodem delivered a presentation via Zoom to both boards on the topic of consolidation. During the presentation, UNC School of Government faculty member Kristi Nickodem outlined various options for organizations considering the formation of a Consolidated Health Human Services Agency.

Following the presentation, there was an opportunity for discussion, during which several questions were posed to Ms. Nickodem. The questions presented were as follows:

1. **Has there been a clear consensus on why to consolidate?** Consolidation allows the organization to remove employees from under the Office of State Human Resources (OSHR). This ensures equality among county personnel. Also, it provides directors with increased guidance and support. Consolidation is not a way to save money.
2. **Were there any counties that had to make major policy changes to comply with federal standards?** No, there really were not any major changes to policy to comply. There were small tweaks needed but overall, the policies that were in place did comply.
3. **If consolidation occurs, can it be reversed back to the two separate departments?** Yes, if you consolidate, legally you can reverse it back to two separate departments.
4. **What are the benefits of staying under the Office of State Human Resources (OSHR)?** Less uncertainty for employees.
5. **Regarding the Advisory Board, can vacant seats still be filled by the general public?** No, it does not allow for the general public to fill vacant seats on the BOH.
6. **If vacancies can be filled by in-lieu appointments currently, why is this not allowed if there is a consolidated board?** It is how the statutes were written.
7. **If an employee has achieved career status and the county consolidates, removing the employee from under the OSHR, then they revert back to state oversight, will they lose their career employee status?** Yes, if the county consolidates and removes the employees from under the OSHR they will lose career status.

The documents presented by Ms. Nikodem are attached as EXHIBIT A.

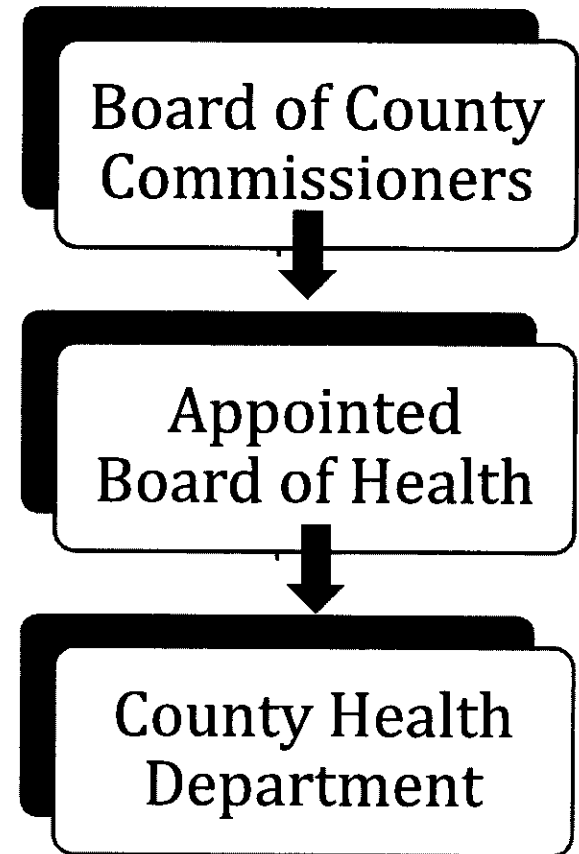
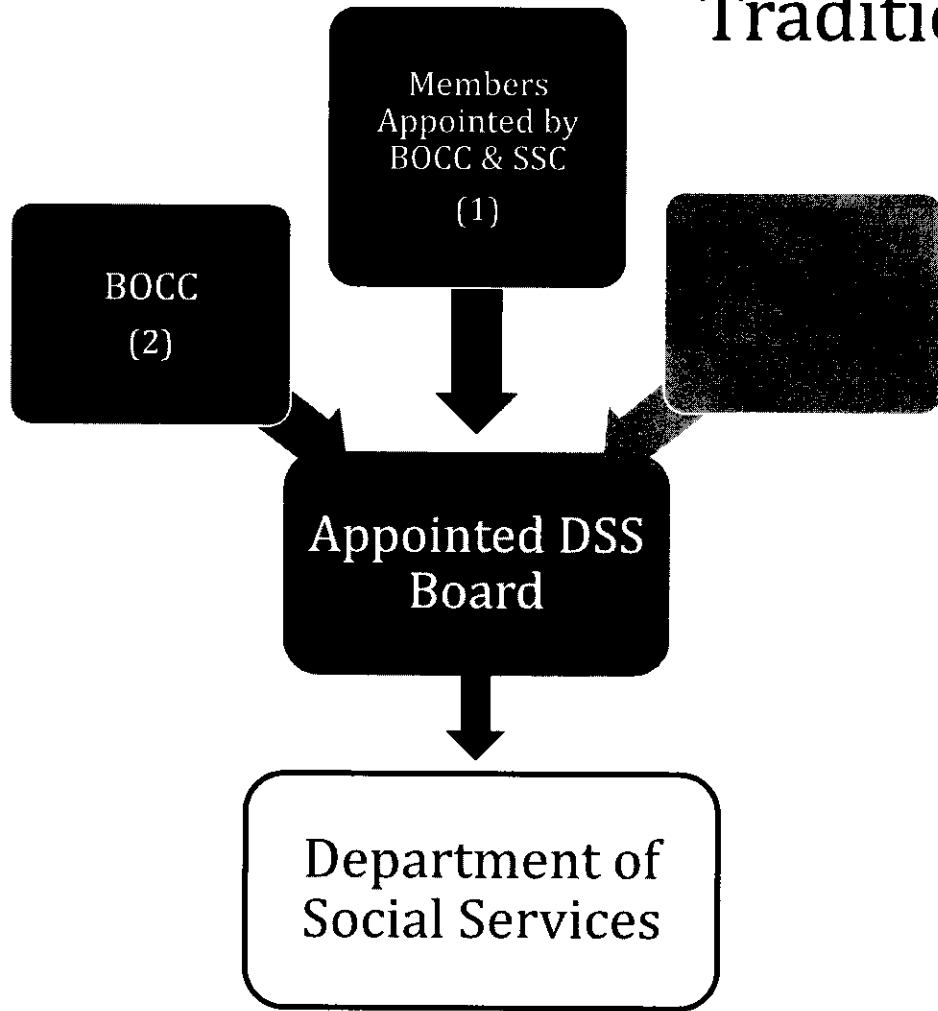
The meeting adjourned at 7:15 p.m.

Organization and Governance Options for Social Services and Public Health

Jones County – Jan. 2024

Kristi Nickodem, Robert W. Bradshaw Jr. Distinguished
Term Assistant Professor of Public Law and Government

Traditional Structures



What changed in 2012?

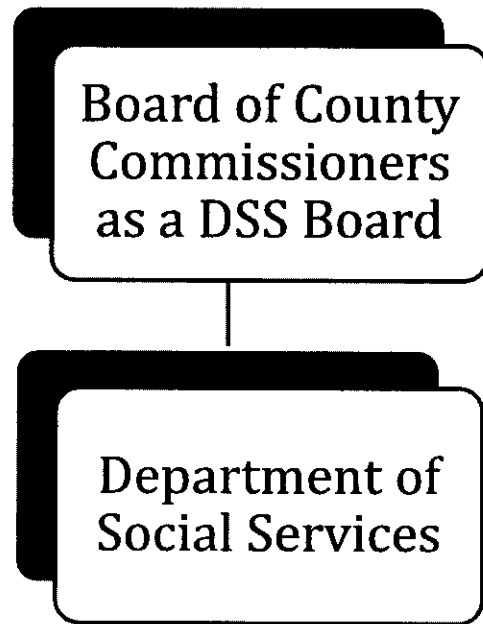


BOCC can assume direct control of the county board of social services and/or board of health

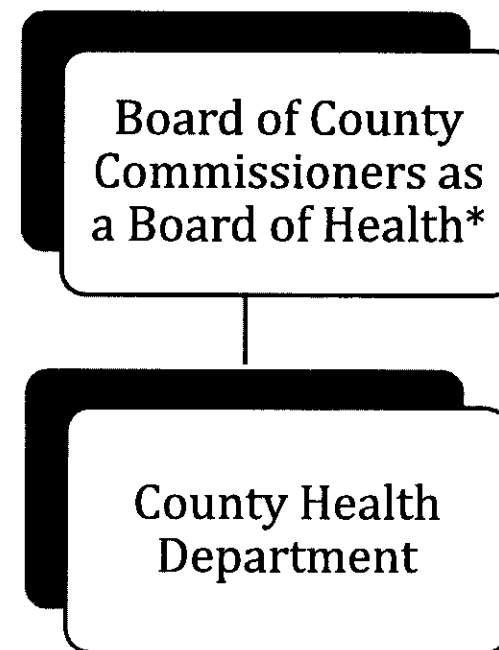
BOCC can combine two or more human services functions under a single director to create a consolidated human services agency

BOCC can assume direct control of the CHS board (or appoint a CHS board)

BOCC as Governing Board → G.S. 153A-77(a)



and/or



**Must appoint an advisory committee for public health*

Nothing changes about agency—employees still subject to the SHRA

Advisory Committee for Public Health

- Appointed by the BOCC
- Advisory – is not the board itself
- May also create a social services advisory committee (but not required)
- **Open questions:**
 - How often to meet?
 - Term length? Term limits?
 - Removal? Vacancies?

Must include same members as a county BOH under G.S. 130A-35:

- physician licensed to practice medicine in N.C.
- licensed dentist
- licensed optometrist
- licensed veterinarian
- registered nurse
- licensed pharmacist
- county commissioner
- professional engineer
- three representatives of the general public

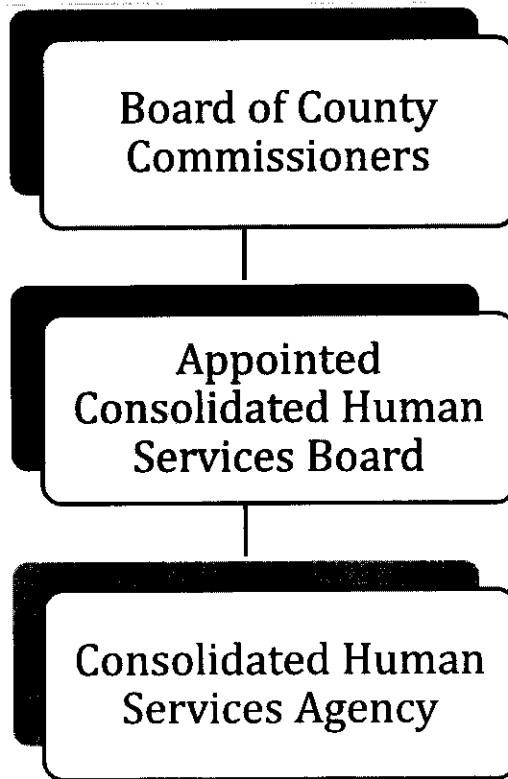
Steps to Assuming Powers and Duties of Governing Board

Put notice in newspaper
having general
circulation in the county
30 days prior to public
hearing

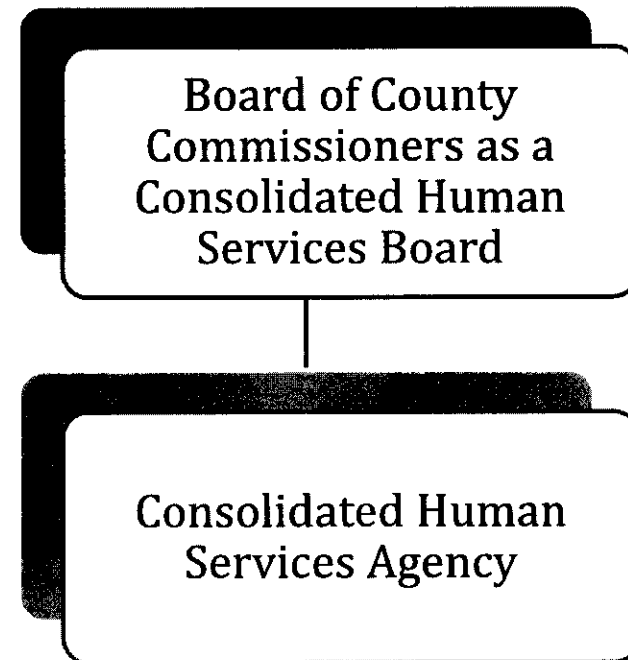
Hold public hearing

Adopt resolution
assuming the powers
and duties of the county
board of health and/or
board of social services

Consolidated Human Services Agency → G.S. 153A-77(b)



or



What makes a CHSA unique?

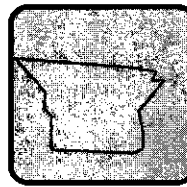
The CHS director

- Appointed and dismissed by the county manager, not by the CHS board (but board must provide advice and consent).
- Reports to the county manager
- May only appoint CHSA staff upon the approval of the county manager

- Subject to county personnel policies unless BOCC chooses to keep them subject to SHRA (but must comply with federal merit personnel system standards)

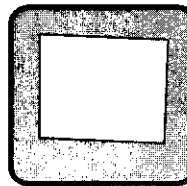
What goes in a Consolidated Human Services Agency?

- Law does not require any particular mix of human services
- May include:
 - Public health
 - Social services
 - Other county human services departments or programs



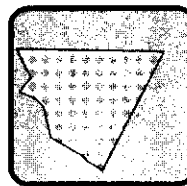
Gaston County

- PH, SS, Transportation, Veterans Services, Family Justice Center



Guilford County

- PH, SS, Transportation

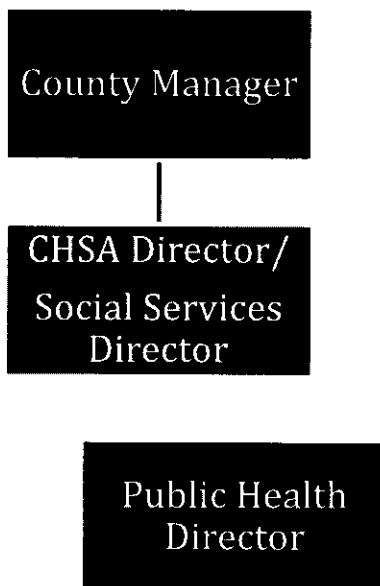


Cabarrus County

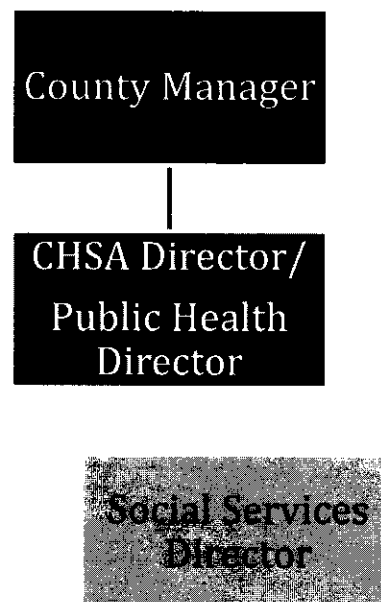
- SS, Aging and Adult Services, Transportation

Structuring the CHSA

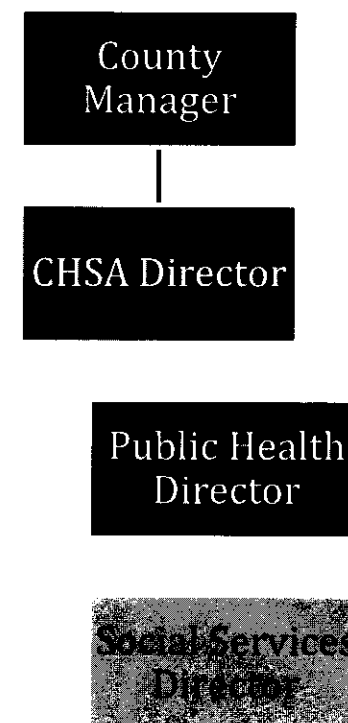
Example A



Example B



Example C



Decisions When Forming a CHSA



SCHOOL OF
GOVERNMENT

- Who will govern—BOCC or appointed CHS board?
- Which county functions/departments should be included?
- Will CHSA employees be removed from the State Human Resources Act?
- Who will be appointed as CHS director?

Logistical Decisions

Public hearing?

Physical integration?

New positions needed?

Revisions to county personnel policies?

Order of Actions



SCHOOL OF
GOVERNMENT

County manager
identifies a director
candidate and seeks
the advice and
consent of the CHS
board

Establish the CHSA



Appoint a CHS
board (or have the
BOCC assume the
powers and duties
of the agency
governing board)

If CHS board
consents to the
appointment, the
county manager
appoints the CHS
director

Creating the CHS Board

Appointing the Initial Board

- BOCC creates a nominating committee comprised of members of the current (pre-consolidation) board of health and social services board, as well as the board responsible for managing mental health, developmental disabilities, and substance abuse services in the county.
- Nominating committee recommends members for the new CHS board.
- BOCC makes appointments based upon those recommendations.
- An initial member may be appointed for less than a four-year term (staggering).

Subsequent Appointments

- BOCC fills vacancies based upon nominees presented by the members of the CHS board.

Composition of the CHS board must “reasonably reflect the population makeup of the county” and include:

- Four persons who are consumers of human services.
- Eight persons who are professionals, each with qualifications in one of these categories: one psychologist, one pharmacist, one engineer, one dentist, one optometrist, one veterinarian, one social worker, and one registered nurse.
- Two physicians licensed to practice medicine in North Carolina, one of whom must be a psychiatrist.
- One county commissioner.
- Other persons, including “members of the general public representing various occupations.”

No more than
25 members

Must be county
residents

Typically serve
four-year
terms

Key Differences

Traditional Model

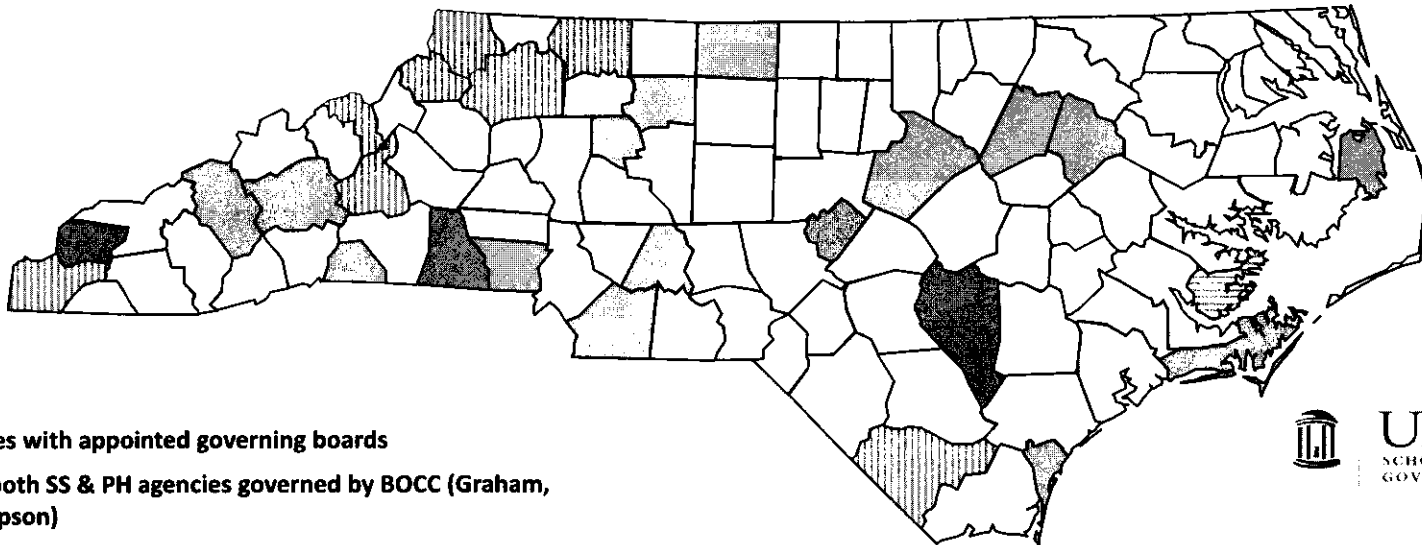
Options Available Since 2012








	BOARD	DIRECTOR	EMPLOYEES
DSS w/ DSS Board	Appointed; 3-5 members	Board hires	SHRA
	Health Dept. w/ Board of Health	Appointed; 11 members	Board hires
BOCC as DSS and/or PH Board	Elected*	BOCC hires	SHRA
CHSA with CHS Board	Appointed; up to 25 members	County manager hires with advice & consent of CHS board	SHRA Optional
CHSA with BOCC as CHS Board	Elected*	County manager hires with advice & consent of BOCC	SHRA optional

** If public health affected, must appoint health advisory committee*

Social Services and Public Health Organization and Governance

As of February 2024



-  SS & PH agencies with appointed governing boards
-  Option 1 with both SS & PH agencies governed by BOCC (Graham, Cleveland, Sampson)
-  Option 1 with SS agency governed by BOCC, PH agency with appointed governing board (Cherokee, Ashe, McDowell, Mitchell, Watauga, Wilkes, Surry, Columbus)
-  Option 1 with PH agency governed by BOCC, SS agency with appointed governing board (Pamlico)
-  Option 2 with consolidated HS agency including SS & PH, appointed CHS board (Haywood, Buncombe, Polk, Gaston, Davie, Union, Forsyth, Stanly, Rockingham, Wake, Nash, Edgecombe, Carteret, Dare, New Hanover, Lee)
-  Option 3 with consolidated HS agency including SS & PH, governed by BOCC, health advisory committee (Clay, Swain, Alexander, Yadkin, Mecklenburg [no advisory comm.], Guilford, Montgomery, Richmond, Bladen, Brunswick, Pender, Onslow, Wayne)
-  Option 3 with consolidated HS agency including SS & other human services but not PH, governed by BOCC (Cabarrus)



Where Are We Now?

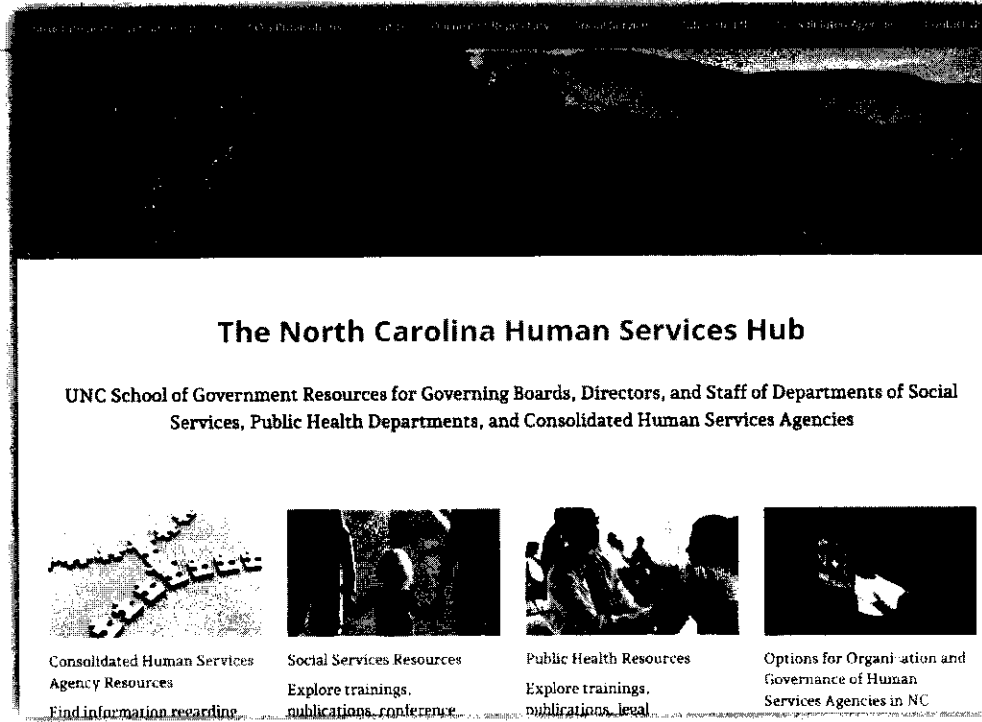
Organization Changes

- **Thirty counties now have CHSAs**
 - Twenty-nine include both public health and social services
 - 16 counties have appointed CHS boards, while 14 counties have CHSAs governed directly by the BOCC.
 - 27 counties have opted to remove CHSA employees from the coverage of the SHRA.

Governance Changes



- **In 25 counties, the BOCC now acts as the governing board for social services.**
 - In 11 of those counties, the BOCC is governing a standalone department of social services.
 - In 14 of those counties, the BOCC is acting as the governing board for a CHSA that includes social services.

Want to Explore More?



The North Carolina Human Services Hub

UNC School of Government Resources for Governing Boards, Directors, and Staff of Departments of Social Services, Public Health Departments, and Consolidated Human Services Agencies

 <p>Consolidated Human Services Agency Resources Find information regarding</p>	 <p>Social Services Resources Explore trainings, publications, conference</p>	 <p>Public Health Resources Explore trainings, publications, legal</p>	 <p>Options for Organization and Governance of Human Services Agencies in NC</p>
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<https://humanservices.sog.unc.edu>

Map 1 – Use the drop down menu below to explore different aspects of human services agency organization and governance across all North Carolina counties.

Select A View

Agency Structure

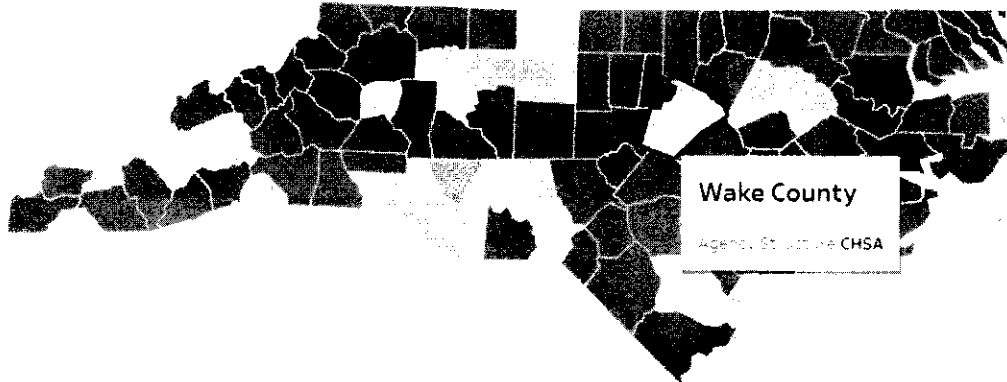
Agency Structure

Social Services Governance Structure (Appointed SS Board, Appointed CHS Board, or BOCC as...

Public Health Governance Structure (Appointed PH Board, Appointed CHS Board, or BOCC as G...

Are DSS/Public Health Employees Subject to SHRA? (yes/no)

Is County Part of a Multi-County District Health Department?



Questions?

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