



FY 2018 Recommended Budget Budget Question

Board Question #: 26

BUDGET QUESTION: How much time, on average, does each type of case/work take? Have you done any review of this?

RESPONSE: The Spotsylvania Department of Social Service has not conducted a formal review of average time requirements of case management or specific tasks within case management. There does exist informal observations of “reasonable” time to spend on certain tasks and those assumptions are generally derived from the performance of current or past employees viewed as competent professionals within their area of assignment in the agency. As there are a number of factors that legitimately impact the time required to conduct required and appropriate case activities, both in Services and Benefits, and due to approximately 50% of agency staff having three years or less with the agency, I am not confident the agency at this time could produce credible assessments of standardized time elements appropriate to a trained, competent and productive employee.

The Virginia Department of Social Services (VDSS) did conduct a Workload Measure Study in 2000 and had it updated in 2008 (Hornby Zellar Associates.) An element of the study was the development of time standards for large processes within each function. For example, the time associated with initial eligibility determination was assessed and reported but not the pieces of that process, such as client interview, review of verifications, data entry, etc. An extract of the report reflecting these time standards is attached to this response.

This 9 year-old report has been largely acknowledged by local agencies and the state to be outdated and not reflective of the changes both in mandatory case activities and the systems utilized to perform case work. For example, the state has spent 3 years transitioning public assistance programs to a new systems platform while incorporating policy and program changes to eligibility determination. In theory the increased utilization of technology and electronic verifications should reduce time required for certain aspects of initial and on-going eligibility determination, however the system has experienced regular events of errors, downtime, and latency issues to the extent the benefits of the technology have not been fully realized in actual operations. Time standards in 2008 for services activities would be impacted by both policy changes, such as the increase in the frequency of required face-to-face contacts between foster care workers and children in agency custody, the introduction of Family Partnership Meetings at specific decision points, the required use of the SDM (Structured Decision Making) tool in CPS at intake, previously an optional activity, etc., and the complexity of factors within the cases themselves, including the increased presence of prescription pain medication abuse and opiate addiction.

While the Virginia League of Social Services Executives (VLSSE) and its member localities have supported an update to the Workload Measure Study, there is general consensus that a number of these programmatic and systems issues need to be resolved in order for the study to produce accurate, long-standing results.

used on an ongoing basis to estimate the need for staff, that time is intended to be applied in the month in which the event starts.

Table 8 Time Standards	
Case Type	Hours¹
Information & Referral/Screened Out	1.13
Medicaid Eligibility	
SSI	1.45
Foster Care/Adoption Assistance	2.28
Aged, Blind, Disabled	2.56
FAMIS/FAMIS – MOMS	2.28
Medically Indigent	2.20
Families & Children	2.28
Long Term Care	3.34
Refugee	2.28
Medicaid Ongoing/Redetermination	
SSI	0.15
Foster Care/Adoption Assistance	0.18
Aged, Blind, Disabled	0.25
Medically Indigent	0.22
Families & Children	0.25
Long Term Care	0.31
Refugee	0.37
Other Benefit Case Types	
Auxiliary Grant – Eligibility	2.60
Auxiliary Grant – Ongoing/Redetermination	0.28
State/Local Hospitalization – Eligibility	1.58
State/Local Hospitalization – Ongoing/Redetermination	0.08
Food Stamps – Eligibility	2.93
Food Stamps – Ongoing/Redetermination	0.38
Title IV-E – Eligibility	1.77
Title IV-E – Ongoing/Redetermination	0.36
TANF – Eligibility	3.10
TANF – Ongoing/Redetermination	0.22
General Relief – Eligibility	2.58
General Relief – Ongoing/Redetermination	0.24
Energy/Cooling Assistance	
Energy/Cooling Assistance – Eligibility	1.55
Energy/Cooling Assistance – Ongoing/Redetermination	0.39
Employment Services	
VIEW – Orientation/Initial Assessment	6.23
VIEW-UP – Orientation/Initial	6.13

**Table 8
Time Standards**

Case Type	Hours ¹	
Assessment		
VIEW/VIEW-UP – Ongoing		1.58
VIEW – Transitional		0.16
VIEW-UP – Transitional		0.14
FSET – Referral		1.94
FSET – Assessment		2.30
FSET – Active, Monthly On-board		0.26
FSET – Inactive, Monthly On-board		0.21
FSET – Referred, Not Assessed		0.30
Employment – VTP		0.81
Children and Family Services		
	Hours	
	Non-SDM	SDM
Information & Referral/Intake Only		1.51
CPS Intake	2.16	2.42
CPS Family Assessment	8.48	13.23
CPS Investigation	10.69	21.04
Services to Families/Children at Risk without a Court Order		4.87
Family Preservation – Reunification		3.66
Family Support		3.87
CHINS		4.40
CPS Ongoing	3.27	6.92
Foster Care – First 75 Days		10.22
Foster Care – Return Home		9.44
Foster Care – Relative Placement		9.44
Foster Care – APPLA		7.83
Foster Care – Independent Living		8.49
Foster Care – Continued Foster Care		8.74
Foster Care – Permanent Foster Care		7.83
Foster Care – Adoption		9.44
Provider Home Study Approval or Certification		3.62
Court-ordered Home Study		3.41
Post Adoption		2.10
APS Intake		1.89
APS Investigation		7.70
Ongoing APS		5.29
Annual Guardianship Report		0.28
Adult Services Assessment/Ongoing		2.16
Assisted Living Facility (ALF) Reassessment		3.27
Child Care		
Child Care		1.95
Fraud		
Fraud		4.74