



HUMAN SERVICES

Promote citizen independence and a high quality of life

Wellness impacts citizens of all ages and every facet of life. For residents to have a holistic well-being, resources must be in place to aid all members of the community. Human services help foster a sense of well-being and a high quality of life that makes Hanover an attractive place to live, work and play. Equitable access to services and attaining affordable housing enhances the livability of a community. Based on Maslow's hierarchy of needs, basic needs such as security, shelter, and food, must be met before a person can focus on their growth needs such as building personal relationships, setting goals, and achieving their full potential. The County has and supports several programs and processes that are geared toward providing services and tools to support the fulfillment of basic needs and enhancing the quality of life for individuals.

A 2021 report by U.S. News & World Report indicated that Hanover County is one of the healthiest communities in the country. Out of 3,000 localities studied, Hanover ranked 61 out of the top 100 with high marks for population health, equity, education and economy. The county has a median life expectancy of 79.8 years which sits above the national median of 77.5 years. Hanover County has an above average high school graduation rate and high percentage of people with an advanced degree. Hanover's unemployment rate is low and the median household income is over \$30,000 higher than the rest of the country. In addition to that, the county's poverty rate is 5.3% while the country has a median rate of 14.2%.

In the 2017 National Citizen Survey conducted on behalf of the County, Hanover County was perceived by citizens as a great place to live, with 97% of respondents rating the County as a great place to live and 94% of respondents rating overall quality of life as good or excellent.

While the County was identified as a great place to live, specific categories were identified as areas of opportunity. The survey results identified gaps in health services and a need for additional housing options, including affordable, quality housing. Overall, 76% of respondents rated health services as good or excellent, while both health care and preventative health services were rated good or excellent by 72% of respondents. These ratings were fairly consistent with previous surveys. Additionally, only 52% of citizen respondents rated affordable quality housing as good or excellent, a 6% drop from the 2014 citizen survey. The variety of housing options were rated good or excellent by 68% of survey respondents, a 9% decrease from the 2014 survey.



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Summary of Strategic Priority Area Strategies and Objectives

Strategies

- Promote self-sufficiency of vulnerable residents through comprehensive, health and human services related education and programming
- Provide assistance to at-risk members of the community and those with special needs
- Foster healthy communities through public, private, non-profit, and/or faith community collaboration

Objectives

- Provide and promote resources to ensure that children are school ready and adults are ready to work
- Collaborate with other agencies and stakeholders to address underserved and at-risk populations through advocacy and protection related services and programming
- Provide services that target substance abuse and other addictions and mental health in the community
- Promote physical activity through programs and access to open, natural spaces
- Promote the existing and plan for the expansion of or the creation of new pathways to the County's cultural and recreational facilities and programs



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Key Initiatives

Timeline – Next 6 – 12 Months

5.1 Facilitate the Delivery of Covid-19 Vaccines to the Community for Booster Shots and for Those Under 12 Years Old

Timeline – 12 Months

5.2 Convene Local Community Stakeholders to Discuss and Design a Crisis Response Continuum for Hanover County

5.3 Implement Step VA – With a Focus on Service Member Veterans and Families (SMVF) and Peer and Family Support

5.4 Evaluate Opportunities to Expand School-Based Mental Health Services

5.5 Evaluate Pathways to Expand Supportive Employment Related Opportunities for Clients

Timeline – 12 – 24 Months

5.6 Collaborate With Partners To Educate the Community on Foster Care Prevention and the Promotion of Foster Care Families

5.7 Develop and Implement Efforts to Educate Community on Impacts of Marijuana and Gaming/Gambling Legalization as well as Addictive Behaviors and Addictions Attributed to Alcohol, Opioids, and Other Drugs

5.8 Explore After-School Program Opportunities In Partnership with Parks and Recreation and Hanover County Public Schools

Timeline – 12 – 36 Months

5.9 Implement Family First Program

Timeline – 12 – 48 Months

5.10 Increase Ridership of Hanover's Specialized Transportation Program Service

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5.1 FACILITATE THE DELIVERY OF COVID-19 VACCINES TO THE COMMUNITY FOR BOOSTER SHOTS AND FOR THOSE UNDER 12 YEARS OLD

Hanover County works with many partners to improve the health and wellness of the local community. With the continued existence of COVID-19, Hanover County, working in partnership with the Chickahominy Health District, will develop a plan and facilitate the provision of booster shots and vaccines for eligible populations.

Related Strategy: Foster healthy communities through public, private, non-profit, and/or faith community collaboration

Related Objective: Collaborate with other agencies and stakeholders to address underserved and at-risk populations through advocacy and protection related services and programming

Initiative Timeline: Next 6 – 12 Months

	ACTIONS
FY2023	<ul style="list-style-type: none"> • (Work with) HCPS to host booster vaccination events for students and families in select schools, which are accessible to large portions of the population. • (Work with) HCPS and Hanover County to promote vaccine events and benefits of vaccination on social media and websites (posting vaccine event flyers, links to information on vaccines, pictures of county officials and school leaders getting their vaccines). • County to assist with promoting vaccine appointments for vulnerable populations (e.g. Hanover DASH coupons for seniors and persons with disabilities and/or special needs; promoting/supporting the district’s at-home vaccination program; coordinating with the Sherriff’s office Adopt a Senior Program to make vaccines available).

KEY PERFORMANCE MEASURE	TARGET
Development of a plan in coordination with the Chickahominy Health District for county residents to have easy access to COVID-19 vaccines (including booster doses)	April 2023
% increase in the County population (all age groups) who are fully vaccinated	Increase by 5% (from 70.8% to 75.8%)
% increase in 5 – 11 year old population who are fully vaccinated	Increase by 5% (from 39.4% to 44.4%)

5.2 CONVENE LOCAL COMMUNITY STAKEHOLDERS TO DISCUSS AND DESIGN A CRISIS RESPONSE CONTINUUM FOR HANOVER COUNTY

Marcus Alert is State code mandated and is aimed at providing responses to behavioral health related emergencies in order to reduce negative outcomes associated when an individual is experiencing a behavioral health crisis. Often, such behavioral crises are related to mental health, substance use, or a developmental disability – which may require unique or multi-variate types of public responses. The Marcus Alert is one part of overarching changes in Virginia's crisis system, which includes implementation of 988, regional call centers, and mobile crisis response.

Hanover County seeks to implement a form of the Marcus Alert – a program or policy designed to enhance services for people that are experiencing a crisis related to mental health, substance use, or development disability – that involves the coordination of the local 911/communication departments and regional crisis centers to establish a specialized behavioral response from law enforcement when responding to a behavioral health situation. It is envisioned that the County Department of Social Services, working with numerous County Departments, will work with the community to conceptualize a crisis intervention program specialized for the County.

Related Strategy: Provide assistance to at-risk members of the community and those with special needs

Related Objective: Provide services that target substance abuse and other addictions and mental health in the community

Initiative Timeline: Next 12 Months

	ACTIONS
FY2023	<ul style="list-style-type: none"> Implement 988 voluntary database for mental health and emergency contact information Identification of key internal (County Department) and external stakeholders Convene community stakeholders to serve as Marcus Alert/Crisis Intervention Development Team members Development of a draft crisis intervention program and identification of resources needed for program success Present draft program to County Administrator and Community Services Board

	ACTIONS
FY2024	<ul style="list-style-type: none"> Upon approval, implement local protocols in accordance with State implementation guidance

KEY PERFORMANCE MEASURE	TARGET
Convene stakeholders	Dec. 31 st 2022
Development of draft program presented to County Administrator	April 2023

5.3 IMPLEMENT STEP VA – WITH A FOCUS ON SERVICE MEMBER VETERANS AND FAMILIES (SMVF) AND PEER AND FAMILY SUPPORT

STEP VA is designed to transform the behavioral health service delivery system in a manner that increases access, quality, consistency, and accountability. STEP VA includes nine services to be consistently available via the public behavioral health system across the Commonwealth. These services may be provided directly by local Community Services Boards, through regional collaborations where appropriate and effective, or contractual/referral arrangements. All services are grounded in person/family centered, recovery oriented, and trauma informed approaches. For some services, there is also an alignment or coordination with implementation of Project BRAVO.

This initiative seeks to ensure that Hanover CSB and the individuals served have access to the nine core services outlined in STEP VA. Specifically, this initiative will focus on service family members and their families as well as peer and family support.

Related Strategy: Provide self-sufficiency of vulnerable residents through comprehensive, health and human services related education and programming

Related Objective: Collaborate with other agencies and stakeholders to address underserved and at-risk populations through advocacy and protection related services and programming

Initiative Timeline: Next 12 Months

	ACTIONS
FY2022	<ul style="list-style-type: none"> • Hire Family Support Partner • Provided military cultural competency training for staff • Eye Movement Desensitization and Reprocessing (EMDR) training on therapeutic approach to trauma • Focus on a Lock and talk campaign

	ACTIONS
FY2023	<ul style="list-style-type: none"> • Targeted commercials related to suicide prevention for service members and veterans • Expansion of lock and talk campaign targeted to gun owners • Expand support by peer recovery specialist

	ACTIONS
FY2024	<ul style="list-style-type: none"> • Engage service members and veterans as consultants to develop more targeted outreach and direct support to service members, veterans, and their families

KEY PERFORMANCE MEASURE	TARGET
Development of commercials and other communication to public	Campaign in October/November 2022
Distribution of lock boxes and gun locks	Tbd – Focus on broad distribution to the community

5.4 EVALUATE OPPORTUNITIES TO EXPAND SCHOOL-BASED MENTAL HEALTH SERVICES

The County, working in partnership with Hanover Public Schools (HCPS), will assess the effectiveness of and evaluate opportunities to expand mental health services in the local school division.

Related Strategy: Provide assistance to at-risk members of the community and those with special needs

Related Objective: Collaborate with other agencies and stakeholders to address underserved and at-risk populations through advocacy and protection related services and programming

Initiative Timeline: Next 12 Months

	ACTIONS
FY2023	<ul style="list-style-type: none"> County and Schools staff are engaged to evaluate existing school-based mental health services Assessment process is initiated and recommendations including resource needs are developed Draft recommendations are developed and presented to County Administrator

	ACTIONS
FY2024	<ul style="list-style-type: none"> Draft recommendations presented to Joint Education Committee

5.5 EVALUATE PATHWAYS TO EXPAND SUPPORTIVE EMPLOYMENT RELATED OPPORTUNITIES FOR CLIENTS

The County will evaluate strategies that will seek to expand supportive employment related opportunities for social and human services related clients

Related Strategy: Promote self-sufficiency of vulnerable residents through comprehensive, health and human services related education and programming

Related Objective: Provide and promote resources to ensure that children are school ready and adults are ready to work

Initiative Timeline: Next 12 Months

	ACTIONS
FY2023	<ul style="list-style-type: none"> • Social services research and assess strategies to help expand employment opportunities for clients • Development of recommendations to including evaluation of resource needs • Recommendations presented to County Administrator

5.6 COLLABORATE WITH PARTNERS TO EDUCATE THE COMMUNITY ON FOSTER CARE PREVENTION AND THE PROMOTION OF FOSTER CARE FAMILIES

Per State Code, local Department of Social Services must take steps to minimize the need for foster care placements. However, if a foster care placement has been determined as necessary then, by State law, Hanover County must make efforts to place the child – ideally with suitable relatives. If no relative placement is available, then efforts must be made to place the child in an agency approved foster home in the locality.

Studies have shown the trauma and long-term implications that tend to accompany youth who matriculate through the foster care system. To that end, Hanover County’s Department of Social Services, while still abiding by State requirements, will seek to work with key partners and stakeholders to educate the local community on foster care prevention as a means to help preserve families. Additionally, knowing that foster care placements are necessary, the Department of Social Services will continue to promote and increase the supply of foster care homes available for youth.

Related Strategy: Promote self-sufficiency of vulnerable residents through comprehensive, health and human services related education and programming

Related Objective: Collaborate with other agencies and stakeholders to address underserved and at-risk populations through advocacy and protection related services and programming

Initiative Timeline: Next 12 - 24 Months

	ACTIONS
FY2022	<ul style="list-style-type: none"> • Develop presentation to education community partners and stakeholders about the trauma associated with bringing a child into Foster Care • Partner and work with VAKidsBelong to recruit potential foster homes within the County • Work with the County’s Civic Engagement Office to develop a foster parent recruitment program • Develop an internal (DSS) recruitment program for foster and KinGap parents • Develop an internal (DSS) training program for foster and KinGap parents

	ACTIONS
FY2023	<ul style="list-style-type: none"> • Develop a process for targeted recruitment of a diverse pool of families who can work with teenagers • Develop a process for targeted recruitment of a diverse pool of families who can work with children/youth with autism or a serious mental health issue

	<ul style="list-style-type: none"> • Develop a process for engaging the fathers of children in foster care as placements
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ACTIONS	
FY2024	<ul style="list-style-type: none"> • Assess effectiveness of prior year strategies • Work with the VDSS CRAFT program to ensure that DSS is using best practices in the recruitment and retention of foster parents • Work with relatives with whom foster children have been placed to move those placement to KinGap

KEY PERFORMANCE MEASURE	TARGET
Annual reduction in the number of children entering Foster Care	5% reduction each year
% increase in the number of children entering Foster Care who are placed with relatives	5% increase each year (relative placements)
% increase in the number of previous foster parents who enter into a KinGap agreement	2% increase each year

5.7 DEVELOP AND IMPLEMENT EFFORTS TO EDUCATE COMMUNITY ON IMPACTS OF MARIJUANA AND GAMING/GAMBLING LEGALIZATION AS WELL AS ADDICTIVE BEHAVIORS AND ADDICTIONS ATTRIBUTED TO ALCOHOL, OPIOIDS, AND OTHER DRUGS

A well-coordinated effort is necessary to address the ongoing and perilous opioid epidemic. A comprehensive, community-based approach is also necessary to best position the County to respond to the legalization of marijuana and gaming/gambling, as well as the addictive behaviors and addiction issues that result from these and other substances and activities. This initiative brings focus to enhancing community efforts to better understand, respond to and address this community issue – including (overdose) prevention and response, harm reduction, and response and treatment.

Through the local opioid task force and working in collaboration and partnership with Hanover Cares and other organizations to include the Hanover Fire-EMS Department, Hanover County CSB/DSS staff, etc. these entities will work in conjunction to develop programs and community related outreach activities that will educate the community on the dangers of opioids and other substances and its impacts to the community. Additionally, emphasis will be placed on access to prevention tools as well as treatment and recovery resources.

The Chickahominy Health District will also work closely with Hanover Cares and the Hanover CSB to make public health data available so that future initiatives benefit from this expanded level of data. The Health District will assist with developing and implementing evidence-based recommendations/programs to address the impacts of opioids on the community.

Additionally, Hanover County will assess the increase in community access to cannabis-based products, marijuana, and gaming/gambling activities, develop strategies to raise awareness and draft recommendations for community response, to include supportive services and programming.

Related Strategy: Promote self-sufficiency of vulnerable residents through comprehensive, health and human services related education and programming

Related Objective: Provide services that target substance abuse and other addictions and mental health in the community

Initiative Timeline: Next 12 to 24 Months

	ACTIONS
FY2023	<ul style="list-style-type: none"> • Conduct comprehensive environmental scan related to availability of cannabis-related products and gaming/gambling activities in the County • Develop community education activities to increase awareness of access and availability of recently legalized activities • Joint meeting/s with Opioid Task Force and County Departments to devise listing of programs and services designed to address and education community of opioids and County resources/services • Presentation of recommendations to County Administration

	ACTIONS
FY2024	<ul style="list-style-type: none"> • Presentation of recommendations to the CSB • Presentation of recommendations to the Board of Supervisors • Further development of strategies to address community needs around alcohol, other drugs, opioids, and gaming/gambling • Implementation of strategies - Based on agreed upon strategies

KEY PERFORMANCE MEASURE	TARGET
Jail and CSB medication assisted treatment (MAT) participation – Jail inmates will be offered medication assisted treatment	Tbd – Data on participation will be shared annually
Reduction in the number of opioid related overdoses and deaths	10% reduction for both overdoses and deaths annually
No. of community education strategies implemented	Tbd
No. of programs and resources developed to support addictive behaviors and addiction	Tbd

5.8 EXPLORE AFTER-SCHOOL PROGRAM OPPORTUNITIES IN PARTNERSHIP WITH PARKS AND RECREATION AND HANOVER COUNTY PUBLIC SCHOOLS

Explore opportunities for developing out-of-school time (OST) programming to assist families across the County.

Related Strategy: Promote self-sufficiency of vulnerable residents through comprehensive, health and human services related education and programming

Related Objective: Promote the existing and plan for the expansion of or the creation of new pathways to the County’s cultural and recreational facilities and programs

Initiative Timeline: Next 12 - 24 Months

	ACTIONS
FY2022	<ul style="list-style-type: none"> Identify areas within the County with high concentrations of at-risk youth Engage School staff on possibility of program implementation next fiscal year Evaluate existing extracurricular school activities and private sector services for out-of-school time programs

	ACTIONS
FY2023	<ul style="list-style-type: none"> Engage parents/residents to determine interest in program and future program sites Determine budget and facility space needs for a pilot program Identify potential outside funding sources

	ACTIONS
FY2024	<ul style="list-style-type: none"> If program is determined to be needed and feasible, implement first cohort at designated pilot site Complete comprehensive evaluation of pilot site to determine if the community demand warrants growth into other areas of the County

KEY PERFORMANCE MEASURE	TARGET
# of families served if program is implemented	75 - 100
# of available school/recreation sites	1 - 3

5.9 IMPLEMENT FAMILY FIRST PROGRAM

Family First aims to improve the well-being of children already in foster care by incentivizing states to reduce placement of children in non-family based placements, and instead place children in the least restrictive, most family-like setting appropriate to their individual needs.

Family First Virginia, an initiative of the Virginia Department of Social Services, seeks to keep children safe, strengthen families, and reduce the need for foster care whenever it is safe to do so. Family First supports the mission that children should grow up in a safe, stable, and secure family that supports their long-term well-being.

The Family First Act underscores the importance of children growing up in families and seeks to avoid the traumatic experience of children being separated from their families and entering foster care. Funding can be provided by the State for localities to implement programs focused on trauma informed, evidence-based, foster care prevention services within the following categories of mental health prevention and treatment services, substance use disorder prevention and treatment services, and in-home parent skill-based programs.

The Department of Social Services seeks to implement a Family First program in Hanover County in order to maintain children safely with their families, return children in congregate care settings to their community, and strengthen and preserve families. This will be accomplished by collaborating with community partners and by engaging families.

Related Strategy: Promote self-sufficiency of vulnerable residents through comprehensive, health and human services related education and programming

Related Objective: Collaborate with other agencies and stakeholders to address underserved and at-risk populations through advocacy and protection related services and programming

Initiative Timeline: Next 12 – 36 Months

ACTIONS	
FY2022	<ul style="list-style-type: none"> Hire and train the "In-home" Family Service Specialist and the Case Aide assigned to implement the Family First Program in Hanover County Identify community supports available to families that will allow children to remain in their homes Determine if current FAPT structure can accommodate Family First children Offer additional community-based services that do not require child protective services or foster care involvement

ACTIONS	
FY2023	<ul style="list-style-type: none"> Continue to identify services that meet evidence-based criteria and can be IV-E funded Collaborate with community partners and educate them on the need for evidence-based services and the trauma attached to foster care Develop strategies to meet need for family partnership meetings Implement strategies to meet need for family partnership meetings Continue evaluating effectiveness of FAPT meetings for Family First cases

ACTIONS	
FY2024	<ul style="list-style-type: none"> Continue to identify services that meet evidence-based criteria and can be IV-E funded Continue to collaborate with community partners and educate them on the need for evidence-based services and the trauma attached to foster care Continue evaluating effectiveness of FAPT meetings for Family First cases

KEY PERFORMANCE MEASURE	TARGET
% reduction of the number of foster care children in congregate care settings	20% or less of children in foster care will be placed in congregate care placements in 2023
% reduction in the number of children entering foster care due to abuse/neglect	5% reduction each year

5.10 INCREASE RIDERSHIP OF HANOVER’S SPECIALIZED TRANSPORTATION PROGRAM SERVICE

Hanover County began operating a specialized transportation (HanoverDash) services for citizens – through a credentialed transportation provider - in December 2019. Hanover Dash is a specialized transportation service coordinated by Hanover County government for eligible County residents age 60 or older and/or persons who have a physical, cognitive, emotional, visual or other disability, either permanent or temporary. The program was initiated in 2019, made possible by DRPT Section 5310 grant funds with a local county match. The service currently contracts with UZURV (as of 9-1-21) utilizing on-demand ride sharing, medical sedan and wheelchair van services to provide an affordable (\$6.00 one way ride) individualized alternative transportation option to prequalified users. Service includes trips to all Hanover County government buildings, medical appointments, and personal business such as grocery shopping, banking, employment and attending formal social and recreational programs. Service is provided within the service area of Hanover County and a 7 mile buffer beyond the county line. Specialized medical facilities within neighboring localities beyond the 7 mile buffer are also approved, these include transportation to the local Veteran’s Administration medical facility, in Richmond, VA and the medical facilities at Stoney Point.

Utilizing current program data and metrics, the Department of Community Resources will assess and implement strategies to increase ridership. The recommendations will be reviewed by County Administration and presented to the most appropriate Board of Supervisor committee prior to implementation.

Related Strategy: Foster healthy communities through public, private, non-profit, and/or faith community collaboration

Related Objective: Collaborate with other agencies and stakeholders to address underserved and at-risk populations through advocacy and protection related services and programming

Initiative Timeline: Next 12 – 48 Months

	ACTIONS
FY2022	<ul style="list-style-type: none"> • Implement of DRPT FY22 grant goals and objectives • Implement enhanced education and marketing efforts of the program • Ensure financial sustainability via partnership/funding expansion • Measure customer service efforts with current and future DASH riders

	ACTIONS
FY2023	<ul style="list-style-type: none"> • Continued promotion and marketing of the DASH specialized transportation program to increase ridership to include translating material into Spanish • Increase ridership in underserved areas of the County to include Montpelier, Doswell, and Beaverdam • Increase ridership to underserved populations of the county to include the Hispanic community • Implement DRPT grant goals and objectives

ACTIONS	
FY2024	<ul style="list-style-type: none"> • Continuation of the implementation of DRPT goals and objectives • Continue promotion and marketing of DASH specialized transportation program to increase ridership • Consideration of request for additional personnel (full time equivalent) – based on increase in ridership

ACTIONS	
FY2025	<ul style="list-style-type: none"> • Continuation of the implementation of DRPT goals and objectives • Maximize coordinate services – Attract and retain new partners that share the goal of coordinated transportation • Create opportunities for private investment into DASH services and ensure future service planning ties into regional goals and coordinated planning efforts

ACTIONS	
FY2026	<ul style="list-style-type: none"> • Continued implementation of DRPT goals and objectives • Plan for development of a new strategic plan

KEY PERFORMANCE MEASURE	TARGET
Development of recommendations to increase ridership	Recommendations presented to County Administrator and Board committee by February 2023
Successful awarding of DRPT grant and Board of Supervisors annual financial support/required local match for the Hanover Dash program for FY22 - 26	Per annual actions – DRPT grant application successfully awarded to Hanover County for FY22 (10/2/21 – 09/30/22)
% increase in overall ridership	tbd
% increase in ridership in Western Hanover County	tbd
% of customers/riders satisfied with transportation services	tbd

Appendix A: Key Performance Measures

The following key performance measures are currently used to track and measure the success in achieving the goal within each of the strategic priority areas. These performance measures track the actual performance of each metric over time using quantitative data and will be reviewed regularly against applicable target levels to check the County’s progress.



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KEY PERFORMANCE MEASURE	TARGET
Community Service Board (CSB) same day access (SDA) and assessment rate	100% of individuals who seek services through SDA are triaged and assisted 85% complete comprehensive (clinical) assessment 85% reporting first follow-up appointment
Teenage pregnancy rate per 1,000 females	Teenage pregnancy rate lower than the state average of 14.4 per 1,000
Annual County health rankings	Ranked in the top (highest) quartile of healthiest Virginia localities in Health Outcomes and Health Factors
Population living in poverty	Lower than the state average of 11.1%