

MEMORANDUM OF AGREEMENT

Between

SC Department of Social Services

and

Crosswell Children's Home

Contract # 4400033486

This Memorandum of Agreement (MOA) is entered into as of July 1, 2023, by and between the South Carolina Department of Social Services, Post Office Box 1520, Columbia, South Carolina 29205-1520 hereafter referred to as "SCDSS", and Crosswell Children's Home, 11 Crosswell Drive Sumter, SC 29150 hereafter referred to as "Contractor".

RECITALS

WHEREAS, the FY 2023-24 Appropriations Act, Proviso 118.19(B)(79) appropriates \$200,000.00 to Crosswell Children's Home; and

WHEREAS, the Contractor shall use these funds for medical care for clients, hiring personnel, and staff professional development of the Crosswell Children's Home; and

WHEREAS, the mission of SCDSS is to serve South Carolina by promoting the safety, permanency, and well-being of children and vulnerable adults, helping individuals achieve stability and strengthening families; and

NOW THEREFORE, the parties to this MOA, in consideration of the mutual promises, covenants, and stipulations set forth herein, agree as follows:

ARTICLE I

TERM OF THE AGREEMENT

The Memorandum of Agreement shall take effect July 1, 2023 and shall continue in full force and effect until June 30, 2024.

ARTICLE II

SCDSS RESPONSIBILITIES

SCDSS agrees to provide the following: To pay the Contractor a sum of \$200,000.00 for the medical care of clients, hiring personnel and staff professional development.

ARTICLE III
CONTRACTOR’S RESPONSIBILITIES

A. Program Description

Crosswell Home for Children, established in 1935 by the Estate of John K. Crosswell, has served as a home for more than 1,000 local children.

Today, there are many different reasons why children, youth and families may seek our services, but we continue to carry on Mr. Crosswell’s legacy by providing a home away from home for our children.

Children come to stay with us for various reasons — the death of their parent(s); separation or divorce; or when there is a financial crisis or the physical inability to care for a child; chemical dependency or abuse issues.

We also serve children and youth that may be in the custody of the State of South Carolina due to abuse, abandonment or neglect. Whatever the issues that lead to placement, Crosswell Home seeks to minister to children, youth and families in a safe and nurturing Christian community.

Children come to Crosswell primarily from Sumter and surrounding counties, but our services are available to children and families throughout South Carolina. We also partner with local agencies to provide counseling and related services as needed by the children in our care.

Our children attend local public schools and are involved in local churches along with a variety of extracurricular activities. They spend afternoons playing pick-up games of basketball and soccer. In the summertime, they enjoy our pool or a trip to the bowling alley.

Some children stay with us only a few days, others may live with us for a few years. However long children are with us, our goal is to be a Home where children learn, play, and develop to their fullest potential.

B. Scope of Work

- Goal 1: Provide exemplary medical care for all of the children who come to Crosswell.
- Goal 2: Hire a weekend supervisor who can offer increased behavioral support for direct care staff and manage any after hours or weekend admissions.
- Goal 3: Adding additional third shift awake staff to our residential cottages.
- Goal 4: Increase our professional development offerings to adequately equip staff with the knowledge and tools they require to meet the needs of the children in our care.

C. Project Objectives

Goal 1: Provide exemplary medical care for all of the children who come to Crosswell. Knowing that the majority of children in care receive only fragmentary and sporadic healthcare prior to entering care, Crosswell strives to rectify any healthcare oversight that may adversely affect a child. At the same time, per DSS regulations, CHC is required to ensure that all children over the age of two receive a behavioral health assessment, a comprehensive dental screening, and a physical health screening within 30 days of admission. Each child then requires ongoing care with specialists, routine dental check-ups and wellness checks with their physician. In June of 2023, our case manager scheduled and attended sixty separate medical appointments. Shifting our nurse from part-

time to full-time would better equip CHC to provide continuity of care by a trained medical professional while simultaneously complying with DSS requirements. Our nurse will be taking on additional duties, including teaching First Aid/CPR and Medication Management courses for our independent living skills program. The nurse will also coordinate with a local pediatrician to provide routine and on call medical care for residents.

How will state funds be spent? State funds will be spent on adjusting our nurses' salary from a part-time hourly rate to a full-time salaried wage with benefits. With a re-arrangement of employee duties, this role will be self-supporting in time.

Proposed measures to evaluate success

- Tracking of individual children's health and wellness from time of admission to release, including specialists' appointments, routine physical examinations, dental appointments, and mental health appointments (psychiatrist and therapist)
- Track monthly medical appointments
- Evaluate efficiency of abiding by DSS requirements
- Track Independent Living Skills Program outcomes, including number of participants certified in First Aid/CPR

Current year budget for this project: \$40,000

Goal 2: Hire a weekend supervisor who can offer increased behavioral support for direct care staff and manage any after-hours or weekend admissions. Many of the children who come to Crosswell Home have experienced trauma which can manifest as behavioral issues. At CHC, we are acutely aware of the toll that caring for children from hard places can take on caregivers. To avoid staff burnout while honoring the profound responsibility of our staff's role in the lives of the children we serve, we aim to adjust our staffing accordingly. Currently, our case managers rotate "on-call" duties every weekend, which does not give them ample time to rest and refresh before coming back to work. Our team feels that the best way to meet our staffing needs is to hire a weekend supervisor. Like many other caring agencies, we have experienced high turnover rates which have downstream effects for our administration, staff, and the children in our care. To limit the frequency of turnover, we are dedicated to employee wellness and meeting the needs of our staff. According to a 2019 study by HRDrive, the cost of employee turnover averages around 33% of the employee's annual salary. Two of the leading causes of staff turnover are work-life balance and wellness. We believe in a healthy work-life balance where every employee feels supported.

How will state funds be spent? State funds will be spent on hiring and onboarding of a weekend supervisor, including annual salary and benefits. It is our belief that creating a supervisory position aimed at supporting staff will eventually pay for itself by reducing staff turnover and the associated costs.

Proposed measures to evaluate success

- Track staff turnover rates
- Track cost of employee turnover
- Evaluate self-reported staff wellness
- Assess staff perceptions of utility of weekend supervisor role via anonymous questionnaires

Current year budget for this project: \$50,000

Goal 3: Adding additional third shift awake staff to our residential cottages. In recognition of the diverse and complex needs of the youth placed in our residential program, we intend to add overnight awake staff to our team. These staff members will play a crucial role in ensuring the safety and well-being of our residents during the nighttime hours. Their presence will also enable us to respond more promptly to after-hours referrals, admissions, and emergencies, ensuring that no child is left waiting for assistance.

How will state funds be spent? State funds will be spent on hiring and onboarding additional third shift awake staff for each of our three residential cottages, including salary and benefits.

Proposed measures to evaluate success

- Track after hours admissions (12pm-6am)
- Track after hours incident and behavioral reports (12pm-6am)

Current year budget for this project: \$85,000

Goal 4: Increase our professional development offerings to adequately equip staff with the knowledge and tools they require to meet the needs of the children in our care.

It is our belief that the children at Crosswell deserve to have staff who are well-versed in research-informed best practices. For that reason, CHC plans to implement Trust Based Relational Intervention (TBRI) training. TBRI training is currently the gold standard in trauma-informed interventions because it is specifically “designed to meet the complex needs of vulnerable children.” Crosswell Home plans to purchase the TBRI Practitioner Training to equip two of our staff members with the knowledge and skills they need to provide ongoing training to our current staff and new employees.

We have also been in communication with Dr. Jennifer Gunter from the University of South Carolina about bringing a Diversity, Equity, Inclusion, and Belonging professional development series to Crosswell. The Welcome Table series uses “the power of storytelling...to enact real, measurable change.” This work is typically done in three phases meant to “dig deeper into ourselves and build real relationships with others who may seem different from us.” It is our hope that this course will grow our staff’s understanding of the diverse needs of the children and families we serve. The belonging aspect of this series is aimed at strengthening the bonds of our employees and improving workplace satisfaction.

We aim to offer diverse professional development opportunities for all employees and this money would allow us to approve more opportunities as they arise.

How will state funds be spent? State funds will be spent on the initial TBRI training of all staff costing \$5,000 and an additional \$5,000 for “train the trainer” professional development at Texas Christian University. Because the funds will be spent on knowledge and tools that can be used over and over in our training and professional development, the initial investment will pay dividends for years to come. The cost of the Welcome Table series is \$150 per hour.

Proposed measures to evaluate success:

- Continue to evaluate staff feedback from monthly professional development surveys
- Measure efficacy of TBRI training based on frequency of incident reports

Current year budget for this project: \$10,000 for TBRI and \$3,000 for The Welcome Table and \$12,000 for other professional development opportunities. Total- \$25,000

D. Reporting Requirements

Contractor is required to submit a report to DSS that includes an accounting of how the funds were spent to include a quarterly spending update and a report with outcome measurements used to determine the success of the stated goals by June 30, 2024.

See Attachment A for required quarterly expenditure report form (will be sent as a separate excel document).

See Attachment B for Proviso 117.21.

E. Amendment

No amendment or modification of this Agreement shall be valid unless it shall be made in writing and signed by both parties.

F. Safeguarding Information

The Contractor shall safeguard the use and disclosure of information about applicants and recipients of services in addition to restricting access to, use, and disclosure of such information in compliance with applicable federal and state laws.

G. Fines and Penalties


The Contractor is responsible for paying all fines and penalties incurred by the performance of services provided through this MOA.

IN WITNESS WHEREOF, The SCDSS and Provider, by their authorized agents, in consideration of the mutual promises, covenants, and conditions exchanged between them, have executed this agreement to be effective as of the first day of July 2023.

Signature of Responsible Parties:

Susan Roben
SCDSS Chief Financial Officer

Date

Jerry L.
Allred, Jr.  Digitally signed by Jerry L. Allred, Jr.
Date: 2023.11.17 10:10:04 -05'00'

Date

Crosswell Children's Home

ATTACHMENT A



State of South Carolina Contribution Expenditure Report

This form is designed to collect the quarterly and annual expenditure reports required by South Carolina in accordance with Proviso 117.21 of the appropriations act and Executive Order 2022-19. This form must be submitted to the state agency that is providing the contribution to the designation organization at the end of year quarter and by June 30, 2024.

Contribution Information

Amount	State Agency Providing the Contribution	Purpose

Organization Information

Entity Name	
Address	
City/State/Zip	
Website	
Tax ID#	
Entity Type	

Organization Contact Information

Name	
Position/Title	
Telephone	
Email	

Reporting Period

Reporting Period	
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Accounting of how the funds have been spent:

Description <small>(Attach additional detail for subgrantees and affiliated nonprofits)</small>	Budget	Expenditures				Total	Balance
		Quarter 1	Quarter 2	Quarter 3	Quarter 4		
						\$0.00	\$0.00
						\$0.00	\$0.00
						\$0.00	\$0.00
						\$0.00	\$0.00
						\$0.00	\$0.00
						\$0.00	\$0.00
						\$0.00	\$0.00
						\$0.00	\$0.00
						\$0.00	\$0.00
Grand Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Explanation of any unspent funds (to be provided only if unspent funds remain at the end of the fiscal year) :

Expenditure Certification

The Organization certifies that the funds have been expended in accordance with the Plan provided to the Agency Providing the Distribution and for a public purpose.

Signature		Title			
Printed Name		Date			

ATTACHMENT B

South Carolina General Assembly

124th Session, 2021-2022

H. 5150

General Appropriations Bill for Fiscal Year 2022-2023

Ratified Version

PART IB

OPERATION OF STATE GOVERNMENT

117.21. (GP: Organizations Receiving State Appropriations Report). Each state agency receiving funds that are a direct appropriation to a non-profit organization, prior to disbursing the funds, shall require from each recipient organization a plan of how the state funds will be spent and how the expenditures will provide a public benefit. The Executive Budget Office, Department of Administration shall provide each state agency with a standard form for collecting the information required. After receiving the funds, non-profit organizations shall provide quarterly spending updates to the respective state agency. After all state funds have been expended, each organization shall provide an accounting of how the funds were spent. State agencies receiving funds pursuant to this provision shall report the information collected to the Executive Budget Office, the Chairman of the Senate Finance Committee, and the Chairman of the House Ways and Means Committee by June 30th. No funds in this act shall be disbursed to organizations or purposes which practice discrimination against persons by virtue of race, creed, color, or national origin.