

Human Services Coordinating Council
INTEGRATED HUMAN SERVICES PLANNING COMMITTEE
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**Introduction to Integrated Human Services Planning
July 2007**

The establishing resolution of the Human Services Coordinating Council declares that HSCC is responsible for ensuring integrated human services planning. HSCC placed renewed interest on this charge entering the current year and established an Integrated Human Services Planning Committee to further investigate the issue. To provide a starting point, the Committee developed a working definition that emphasizes breadth of perspective in terms of both client needs and service delivery. Integrated human services planning is the process of developing procedures and structures that help multiple agencies coordinate efforts to effectively and efficiently address the range of service needs presented by individuals.

Although human services have a common goal of improving the condition of the individual, the various services available in the field frequently operate independently of one another. This is the result of various factors including funding sources, administrative structures, and program capacity. Because of the perceived limitations, many human service programs focus on a single challenge facing an individual or family and address that issue without considering other factors that might be influencing the client's life and decisions. The impact can be a treatment plan that does not adequately address all of the challenges – and might even miss the most fundamental challenge – which reduces likelihood of success.

While single focus programs remain the norm in the human service system, there are numerous examples locally and throughout the country of efforts to integrate human service planning and delivery. The purpose of integration falls primarily into one of two categories: 1) improving accessibility of services for clients, and/or 2) improving the efficiency and effectiveness of delivering services. By integrating human service programs, clients are treated in a manner that addresses multiple needs, leading to more successful outcomes. Integrated services planning also benefits the jurisdiction by reducing redundancy of services and administrative functions.

The following information highlights proven contributors to successful integration efforts. Attachment A provides a select listing of jurisdictions that have “successfully” integrated some, if not all, of their human service planning and delivery systems. These efforts are pointed to as “successful” integrated human services planning models because they have been able to bring together a variety of stakeholders across a number of programs to coordinate service delivery. It is assumed that an integrated planning and delivery system will be more user-friendly, resulting in improved client outcomes and administrative efficiencies, however there has been minimal study of actual client or fiscal outcomes. Attachment B provides a concise summary of a broader sample of integration efforts.

This report serves to open dialogue amongst members of the Human Services Coordinating Council about further integrating human services within Sacramento County and, if desired, to begin identifying services and programs within Sacramento County's human services system that might be better served through integrated planning efforts.

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Findings from integrated human services planning efforts in other jurisdictions:

Common elements of successful integration efforts

I. Identify a specific reason for initiating integrated planning efforts

Successful models of integrated human services planning begin with a common, agreed upon understanding of why integrated planning efforts are needed. The purpose for integrating planning efforts and program implementation fall primarily into one of two categories: 1) improving accessibility and navigability of services for clients and/or 2) improving the efficiency and cost effectiveness of delivering services.

In determining why integrated planning efforts are being pursued, applicable indicators of success and progress need to be established in order to help assure that efforts are on track. In addition, regardless of the reason behind integrated planning efforts, costs and benefits of implementation efforts must be investigated to assure that sufficient capacity is available to carry out the implementation measure(s) to its fullest extent.

II. Increase cross-system awareness of human service programs

The broad array of players in human services need to have a working-level understanding of what other services are available, who provides those services, how they go about providing those services, and to a lesser extent, eligibility requirements and other regulations associated with the other human service programs. To maximize staff understanding and awareness of the various programs that are available and to improve creative and practical thinking about how programs could work together, some successful models have relied on cross training of staff.

III. Establish a consistent, organized system for maintaining communication between programs

Planning efforts must focus extensively on how to maintain communication between programs. Communication plays a pivotal role in all of the successful models that were identified. To create an effective, coordinated system, there must be connectedness – continual and active connectedness – amongst all of the programs. Connectedness must exist at the organizational level, but just as importantly is the feeling of connectedness between staff. To be most effective, staff must feel comfortable and confident to contact colleagues to discuss system or client issues. Successful models have used various aspects of program development and client care as opportunities to communicate amongst programs. Examples include: routine inter-staff meetings to discuss successes, barriers, and challenges; group consultation on new program or grant opportunities; group consultation on case plan development; common databases; common intake form; etc.

IV. *Establish a system of accountability to ensure activities are carried out*

Planning and implementing plans are two distinct challenges. To ensure oversight and implementation of efforts, most models designated an integrated planning “steering committee”. The steering committees were especially important in the early stages as culture changes occurred in how activities were carried out. A steering committee can act as both a mentor and a monitor to facilitate success of integrated service planning efforts.

V. *Enhance and solidify partnerships*

Whether the intent is to improve responsiveness to client needs or to create efficiencies in program implementation, a diverse set of potential resources is needed, which includes both County and community partners. To ensure a comprehensive understanding of the needs and gaps, as well as resources available, public-private partnerships must be established, enhanced, and exercised. Increasing opportunities for interaction leads to greater coordination.

A model for consideration

The following figure (Figure 1) represents an informative model developed by Mark Ragan of the Nelson A. Rockefeller Institute of Government. The model provides an informative look at what is needed to successfully integrate human services. Although the model speaks to implementation, it captures many critical factors that should be prepared for and addressed as integrated planning efforts are considered and initiated.



Source: Ragan, M. Building Better Human Service Systems. The Nelson A. Rockefeller Institute of Government. Albany, NY. 2003.

Sources of Research

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Service Integration in San Mateo County

Impetus

The County Board of Supervisors and County Manager were committed to best meeting the human service needs of county residents. A series of focus group meetings were held to gather stakeholders perspectives on what could be done to improve both the administrative and service delivery systems.

Actions Taken

The San Mateo County Human Services Agency has put into place a number of efforts to ensure that programs are apprised of one another and working in a coordinated fashion.

Key strategies include:

- Develop a single agency that “serves as a catalyst for public and private efforts to ensure that all individuals and families become healthy, productive, and contributing members of society.”
- Distribute office locations throughout county.
- Provide each regional office with flexibility regarding policy implementation and operational processes so as to best address the needs of local constituents.
- Assign managers with both operational and programmatic responsibilities to ensure that they are aware of the operational effects of policies.
- Mandate that input is gathered from a wide range of programs before implementing new policies, processes, or programs.
- Hold regular meetings of the executive team to specifically discuss barriers to integration and potential solutions.
- Track outcomes to provide justification for ongoing program funding.
- Develop and utilize a common intake form.
- Establish multi-disciplinary teams to work with clients/families in developing common case plans.
- Develop a common case management/client tracking system for all programs.
- Implement one-stop shop model.
- Foster community partnerships to help with the work.

Outcomes

San Mateo County has recognized the following outcomes since adopting an integrated service system.

- Reduction in duplication of service.
- Improved client pursuit and fulfillment of care plans.
- Reduction in delays of service delivery due to bureaucratic challenges.
- Improved cooperation (instead of competition) between programs.
- Increased information sharing between programs.
- Less confusion for clients.
- High level of approval of the services and treatment clients receive as reported in customer satisfaction surveys.

Service Integration in Jackson County, Oregon

Impetus

In the late 80s and early 90s, Oregon's Department of Human Services sought to promote human service integration through state-level efforts, with limited success. Many local jurisdictions, however, took on efforts to improve integration at the county level. In Jackson County, program and political leaders came together to develop a shared vision and determine how to improve service integration.

Actions Taken

The Jackson County integration effort began with the establishment of a single multi-service facility in a rural portion of the County. The successful evolution of that facility acts as a model for broader integration. Factors leading to success include:

- Establish a multi-service facility
 - Bring workers from multiple programs to work together in shared offices.
 - Allow community based providers to lease space at the facility.
- Create staff teams that represent multiple programs.
- Utilize common case staffing.
- Require all staff to participate in intake and assessment processes.
- Create Service Integration Coordinator positions.
- Provide a single point of entry with a common assessment process for all new clients.
- Incorporate assessment of family strengths into client assessments to serve as the foundation for client case planning.
- Create a release of information authorization form.
- Develop a common case narrative system (TRACS) for monitoring client progress and tracking agency case actions.
 - Allows each worker to review case plans, document actions taken, feed information to relevant legacy systems, and determine what types of benefits and services a family is receiving.
- Hold regular meetings at staff and leadership levels to assess effectiveness of integration efforts, encourage resource sharing, and foster team building.

Outcomes

Jackson County observed several improvements in the service delivery system and responsiveness to clients as a result of their efforts.

- Increased accessibility of services.
- Increased capacity to provide clients with all of the services needed to support self-sufficiency.
- Increased utilization of multiple programs to address various facets of client challenges.
- Improved morale of caseworkers

Service Integration in New York State

Impetus

The State of New York held a series of Regional Roundtables with stakeholders to gather policy and programmatic input regarding ways to improve services for children and families. The State subsequently launched the Integrated Planning Initiative, which provided funding to 16 counties to pilot integrated services planning demonstration projects.

Actions Taken

Each of the demonstration sites implemented unique efforts. The following were reported as “successful” actions taken by one or more of the participating counties.

- Establish a central planning team comprised of senior level county staff.
- Involve community-based agencies and community action groups on planning teams.
- Appoint Integrated Planning Coordinators
- Dedicate time to team building and establishing trust within the group at earliest opportunity.
- Dedicate time to learning about each program’s mission, services, funding streams, and other organizational structures.
- Address overarching questions (e.g. what do we do? why do we do it? who do we do it to? what role does government play in providing human services? should government do it themselves? should they contract out?) before taking any action.
- Develop systems to catalog programs, services, and funding in the county.
- Conduct cross departmental spending reviews.

Outcomes

Across the demonstration sites, participating counties reported the following outcomes.

- Increased understanding amongst staff of the range of services that are available.
- Increased efficiency of county administrative practices, such as cross-system resource inventories, common grant applications and county contracts, shared priorities, and blended funding.
- Improved accountability to the community.
- 40% of counties made significant progress toward pooling budgets for inter-agency programs.
- 53% of counties made significant progress towards improving resource allocation.
- 67% of counties made significant progress towards developing joint grant applications.
- 26% of counties made significant progress toward establishing coordinated department spending reviews.

Attachment B – Additional Examples of Integrated Human Services Planning in Other Jurisdictions

Integrated human services planning is the process of developing procedures and structures that help multiple service agencies coordinate their efforts to address the full range of service needs presented by individuals in an efficient and holistic manner. Many of the following examples are summarized from reports prepared by the Rockefeller Institute of Government.

Jurisdiction	Purpose	Steps Taken	Outcomes
Bibb County, GA	Facilitate substance abuse treatment services for mothers/pregnant women.	<ul style="list-style-type: none"> • Allow children to reside with their mother while she is in residential treatment. • Provide on-site prenatal care. • Provide classes on parenting skills, money management, family planning. • Assess other support service needs and make appropriate arrangements. 	NA
California Commission on Aging (for California Health and Human Services Agency)	To incorporate effective and efficient systems design into a long range strategic plan on aging.	<p>Created a common mission, vision and values for system design:</p> <ul style="list-style-type: none"> • Placing consumers' needs and preferences at the center of any delivery system design. • Requiring an integrated information system to gather, coordinate, and share appropriate level of information among all stakeholders. • Simplifying (and combining wherever possible) administrative processes at all levels of government. • Utilizing strengths and working within capacities of systems being integrated. • Encouraging community engagement and self-sufficiency as much as possible. 	NA
El Paso County, CO	Assist individuals to leave welfare dependency.	<ul style="list-style-type: none"> • Partner with local churches to create mentoring teams that provide support and life skills coaching to families. • County promotes mentoring teams and links interested clients with mentoring teams. 	NA

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Jurisdiction	Purpose	Steps Taken	Outcomes
Fairfax County, VA	Facilitate the coordination and integration of services and to improve access.	<ul style="list-style-type: none"> • Raise public awareness of available resources. • Forge strategic partnerships between public and private agencies. • Coordinate individual’s care plans across public and private agencies. • Provide meaningful opportunities for civic engagement. • Establish call centers for convenient use. 	NA
Jackson County, OR	Provide multiple services in an integrated manner.	<ul style="list-style-type: none"> • Collocate staff from 21 human service agencies. • Create a Project Integration Team comprised of management and line staff to discuss and generate new programs and policies. • Utilize a single point of entry/common assessment for clients. • Appoint a primary case manager to all clients. • Develop case plans in coordination with families and all agencies that will be providing supports. • Hold routine team meetings to discuss progress on case plans. 	NA
Jefferson County, KY	Decentralize human services system providers.	<ul style="list-style-type: none"> • Identify strategic locations in communities of need. • Recruit partner agencies. • Deliver common training in family-centered practice for all staff. • Develop standard client processes. • Develop a shared vision and philosophy for all service sights. 	NA
Mesa County, CO	Integration of work force center with other supportive services.	<ul style="list-style-type: none"> • Hold classes for clients of Work Force Center on all available supportive services. • Partner with clients in development of Individual Responsibility Plans. • Accept applications for other supportive services. 	NA

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Jurisdiction	Purpose	Steps Taken	Outcomes
New York State: Integrated County Planning Initiative	To coordinate planning within the human service delivery system across New York state.	<ul style="list-style-type: none"> • Locally controlled interagency planning coordination • Stakeholder involvement • Human development continuum approach • Community asset building • Outcome based orientation • Family-centered perspective • Resource allocation prioritization 	<p>Of participating counties:</p> <ul style="list-style-type: none"> • 40% made significant progress toward pooling budgets for inter-agency programs. • 53% made significant progress towards improving resource allocation. • on of participating. • 67% made significant progress towards developing joint grant applications. • 26% made significant progress toward establishing coordinated department spending reviews.
Racine County, WI	Align services of workforce development center with employers' needs.	<ul style="list-style-type: none"> • Create an Employer Services Functional Team inclusive of business representatives and organizations focusing on economic development. • Consult in design of employee development activities. 	NA
San Mateo County	To facilitate delivery of human services to county residents.	<ul style="list-style-type: none"> • Located offices throughout the county. • Co-locating services to provide one-stop access to services. • Use of a common intake process to determine all needs. • Establishment of multi-disciplinary case review teams. • Development and implementation of a common case management and client tracking system. • Collaboration with community partners. 	NA
State of Nebraska	Automate eligibility determination system	<ul style="list-style-type: none"> • Creation of information services program to assess eligibility. • Integrate eligibility requirements for 27 human services programs. • Utilizes rules-based artificial intelligence to determine eligibility for multiple programs. • Identifies additional resources and services that might be available. • Automates payments to clients and providers. 	NA