



**System Analysis of
Human Services in**

Washington County



*Understanding the System to
Better Serve the Residents of
Washington County*



PURPOSE OF THE HUMAN SERVICE SYSTEM ANALYSIS PROJECT

The purpose of the Washington County Human Service System Analysis Project is to broadly examine human services in Washington County. It is an assessment of the human service system intended to identify strengths, challenges, and opportunities. Information was obtained directly from those involved in the human service system – providers and consumers of services – and from a review of human service practices and resources. The project produced information that will shape the future direction of the human service system in Washington County. It provides the foundation upon which to build a more effective and efficient system of services for all residents of Washington County.



ACKNOWLEDGEMENTS

For making this project possible, many thanks to the Washington County Board of Commissioners - Larry Maggi, Bracken Burns, and Diana Irely - for their support of this effort. Additional thanks goes to the Washington County Human Services Implementation Team and the Washington County Department of Human Services for providing ongoing guidance, insight, and leadership throughout the project. Thank you to the service consumers and service providers in Washington County who offered their expertise and experiences by participating in discussion groups and interviews and completing surveys. Their input has been essential to understanding the human service issues in Washington County and to the shaping of recommendations within this report. Finally, thanks to Collective Impact, LLC and their team of consultants for compiling the needed information, researching the issues, and moving the Implementation Team forward throughout the process.

This project was approved by the Washington County Board of Commissioners and funded with Human Services Development Funds.

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Due to the large volume of information collected and examined through this study, the data presented in this report represents only a portion of the total data collected. The Washington County Human Services System Analysis Resource Disc contains more in-depth information from the research on human service practices and the analysis of information collected through the project. Copies of the Resource Disc can be obtained by calling the Washington County Department of Human Services at 724.228.6863. You can also find project reports online at www.washingtonknows.org.





SYSTEM ANALYSIS AT A GLANCE

PURPOSE OF THE PROJECT

Human services help people be successful in life. The Washington County Human Service System Analysis project takes a look at human services in Washington County. It gives us a picture of the human service system and provides information about what is working well. The project also identifies ways that services can be improved to better meet the needs of the people in Washington County.

MANY THANKS

Support and guidance for this project was provided by: Washington County Board of Commissioners – Larry Maggi, Bracken Burns, and Diana Irey, Washington County Department of Human Services, members of the project Implementation Team, Service Providers and Consumers in Washington County, and Collective Impact, LLC. This project is dedicated to the memory of Bob Harms, “The Gentle Giant.”

WASHINGTON COUNTY DEPARTMENT OF HUMAN SERVICES

Washington County Department of Human Services is responsible for coordinating a lot of services that local people need. The Department works closely with community agencies and organizations. The Department receives funding from several places. This funding is used to develop needed services and improve how they are delivered to the people in Washington County.

Washington County Human Services Programs

- Aging Services of Washington County
- Child Care Information Services
- Children and Youth Services
- Homeless Assistance and Housing Assistance Programs
- Mental Health and Mental Retardation Services
- Washington County Health Center (long-term care facility)

WASHINGTON INFORMATION NETWORK (WIN)

Washington Information Network (WIN) is a coalition of agencies working together to improve human services in Washington County. WIN was started in 2002 by Community Action Southwest, Inc., Southwestern Pennsylvania Human Services, Inc., and the Washington County Department of Human Services. Since then, many other agencies have gotten involved with the WIN collaborative.

WASHINGTONKNOWS.ORG

A new online resource directory will be available at www.washingtonknows.org starting in the fall of 2007. This directory will help people in Washington County find out about human services that are available. Local human service agencies will be able to easily add information to the directory about the types of services they have available for people in Washington County.

We looked at three areas of the human service system in Washington County. This helped us understand how people get connected to the services they need. It also showed us how services are provided and coordinated by different agencies in Washington County.

ACCESS TO SERVICES

This area looks at how people find out about services and get connected to them.

What We Found:

- *Most services needed by people are available.*
- *People have to wait to get into some types of services.*
- *People don't always know what services are available or how they can get them.*

RECOMMENDATIONS:

- Learn more about why people have to wait to get into some services.
- Create an online directory of services to help people find what they need.
- Continue to educate residents about what services are available.

SERVICE PROVISION

This area looks at how agencies meet the needs of people once they are getting services.

What We Found:

- *Human service workers care about the people they serve and have good relationships with them.*
- *There are many good things that work well in Washington County.*
- *Family members need to be more involved in developing service plans.*

RECOMMENDATIONS:

- Follow-up with people after they get services to see how they are doing.
- Build on things that work well in Washington County and try things that are working in other places.
- Involve family members more when service plans are developed.

AGENCY INTERACTION

This area looks at how different agencies work together when they are serving the same people.

What We Found:

- *Human service agencies in Washington County want to work together.*
- *Human service workers have problems with waiting lists, rules, and funding when they try to get people help from other agencies.*
- *Information is not always shared when people get services from different agencies.*

RECOMMENDATIONS:

- Find ways for all human service agencies in Washington County to get together to plan for improvements to services.
- Try new ways to share information when people get services from different agencies.
- Provide training for human service agencies to learn about each other.

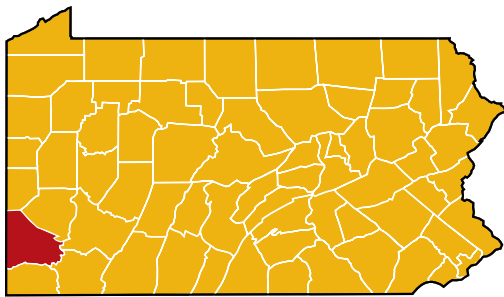
OVERVIEW OF WASHINGTON COUNTY

Washington County was established in March of 1781 from the western section of Westmoreland County. The county was named for General George Washington and the city of Washington (originally named Basset) is the county seat.

Washington County is located in the southwestern region of Pennsylvania. The county has a rich history and several historic sites are located within the city of Washington.

Statistics compiled by the US Bureau of the Census for 2005 provide the basis for the following portrait of Washington County.

The population of Washington County in 2005 was 200,938. About 5,500 additional persons live within the county in group quarters, such as college dormitories or institutions. There are 83,771 households in the county, and the average household size is 2.4. The population is predominantly white (95.2%), with 3.1% black and 1.7% of other races. The median age of Washington County residents is 41.8 years. A little more than one in five residents (21.3%) is under age 18, and 16.7% are age 65 and older.



Washington County Pennsylvania

88.1% of Washington County residents over age 25 have obtained a high school education or higher. This is above the national average of 84.2%.

Median household income in Washington County is \$44,947, slightly above the state median household income of \$44,537 and a little below the national figure of \$46,242. 7.8% of households have incomes less than \$10,000, and nearly 27.1% have incomes under \$25,000. 7.3% of all families in Washington County have household incomes below the federal poverty level. This is a little less than the statewide

rate of 8.6%. The poverty rate for Washington County families with children under age five years is more than twice as high at 15.4% - this is close to the statewide rate of 15.2%.

The number of Washington County residents over 16 years of age who are in the labor force is 103,367. Unemployment among the civilian labor force in Washington County during 2005 was at 5.6%, which is lower than the statewide rate of 6.7%.

Employment in Washington County is predominantly found in three sectors of the economy – management & professional, service occupations, and sales and office occupations.

Table 1
Employment in Washington County

Occupational Category	Percent of Civilian Employment
Management, professional and related occupations	31.6%
Sales and office occupations	27.0%
Service occupations	16.5%
Production, transportation, and material moving occupations	13.1%
Construction, extraction, maintenance and repair occupations	11.5%
Farming, fishing, and forestry occupations	00.3%

Human service related industries, including education, health care, and social services, account for the most prevalent area of employment in the county at 23.3% of total employment, followed by manufacturing (13.0%) and retail trade (12.7%).

**Washington County
Human Services
Programs**

Aging Services of
Washington County

Child Care
Information Services

Children and Youth Services

Homeless Assistance
and Housing
Assistance Programs

Mental Health and Mental
Retardation Services

Washington County
Health Center
(long-term care facility)

**WASHINGTON COUNTY DEPARTMENT OF
HUMAN SERVICES**

Washington County Department of Human Services has the responsibility to oversee the coordination of the human services system through elimination of service duplication as well as the improvement and development of new services. The Department works closely with the private non-profit sector to maximize community resources through effective utilization of multiple sources of funding. The total Human Service budget is in excess of 80 million dollars with a staff compliment of approximately 350 employees.

WASHINGTON INFORMATION NETWORK (WIN)

The Washington Information Network (WIN) is a coalition of agencies working together to enhance human services integration in Washington County. Originated in 2002, the founding agencies included Community Action Southwest, Inc., Southwestern Pennsylvania Human Services, Inc., and the Washington County Department of Human Services. Since the WIN collaborative has been operational, several other agencies are now active in the effort to initiate creative and functional service integration projects within the County.

The WIN collaborative has implemented a computerized database of information about available human services in Washington County. This database supports local agencies in sharing information about available programs and services in order to promote efficient coordination of services and encourage collaboration among service providers. This web-based service provides human service agencies and the public with contact information, hours of operation, and a general description of services provided by current WIN network providers. The WIN collaborative remains very active with future projects in the development and planning stages.



HUMAN SERVICE SYSTEM ANALYSIS PROJECT

Washington County Department of Human Services contracted with Collective Impact, LLC in October of 2006 for a comprehensive analysis of issues related to the delivery of human services in Washington County. The project included five (5) key components:

- (1) Planning sessions with a local “Implementation Team”;
- (2) Practice research;
- (3) Stakeholder input through discussion groups, interviews, and surveys;
- (4) Asset/resource inventory; and
- (5) Reporting and presentation of findings.

A local Implementation Team made up of management level personnel representing key human services agencies in the county was convened to serve as a steering team for the project. The Implementation Team met monthly throughout the period of the project to provide guidance, assist in gathering needed information, and to review reports and findings from the analysis. A variety of human service organizations were engaged to participate in the project.

The project was carried out from November 2006 through September 2007. The human service system analysis produced the following outcomes:

- Understanding of current human service delivery practices,
- Identification of best practices for effective and efficient delivery of human services,
- An inventory of human service resources,
- Recommendations for service coordination and integration, and
- Project findings in a user friendly format.

All reports and products developed through the project have been compiled and organized digitally and are available on compact disc. Contact Washington County Department of Human Services at 724.228.6863 for a copy of the disc.

HOW THE SYSTEM ANALYSIS WAS CONDUCTED AND WHAT IT INCLUDES

The four (4) categorical human service agencies were actively involved in the project – Washington County Children and Youth Services, Washington County Mental Health/Mental Retardation, Aging Services of Washington County, and Washington Drug and Alcohol Commission, Inc. Other human service organizations were invited to participate in more extensive data collection, such as practice research, interviews, and surveys. These organizations were identified based on four (4) criteria:

1. Likelihood of active participation
2. Work closely with categorical agencies – communication and collaboration
3. Serve a significant number of people in Washington County
4. Serve consumers with multiple needs

The project Implementation Team adopted a definition of human services for the project to identify those provider organizations to invite to participate. Human service organizations targeted to participate included aging services, behavioral health care providers, and other local agencies serving Washington County residents in need.

The Implementation Team identified three (3) domains or areas of analysis that were seen as critical components of the human service system. These 3 domains are:

- Access to Services
- Service Provision
- Agency Interaction

A number of issues related to these three domains were examined in order to build a firm foundation for continuing work related to service system improvement both from individual provider agency and systemic points of view. The project was designed to provide information about strengths and challenges within the current human service system and to identify opportunities for increased levels of coordination among the various agencies and organizations making up that system.

During December 2006 and January 2007, research was conducted on current practices in human service delivery within Washington County. A summary of these practices with observations was prepared from a review of agency documents, including intake and assessment forms, case planning documents, etc. The report on current practices posed a number of questions for consideration in order to move the process of dialogue and analysis forward and clarify some of the issues that would be pursued further through other information gathering techniques.

Research on best practices related to the three analysis domains was carried out during April and May of 2007. A scan of promising and proven practices both within Washington County and in other parts of Pennsylvania and the nation was developed with links to further resources available on the Internet.

In February 2007 through June 2007, information was obtained directly from three stakeholder groups - administrators/supervisors, direct service delivery staff, and consumers of services. Similar information was obtained from each stakeholder group so that cross-group comparisons could be made. Stakeholder input was obtained through discussion groups, telephone interviews, and surveys.



Five (5) discussion groups were held in February 2007 with the three stakeholder groups. Discussion groups are a way to bring together individuals and/or organizational representatives in participant-facilitated discussion around specific topics. Discussions were held in small groups to elicit information and provide an opportunity for all participants to offer their views and opinions. Over 40 human service organizations were invited to participate in the discussion groups, with over 200 individuals attending the discussion sessions. Themes identified through the discussion groups were summarized



and reviewed with the Implementation Team. This provided the framework for additional gathering of information through interviews and surveys.

Telephone interviews were conducted in May and June 2007 with the three stakeholder groups to obtain information about their views and opinions on issues related to each of the analysis domains. Fifteen (15) local agencies participated in the interviews. A total of thirty-nine (39) interviews were conducted – one administrator or supervisor from each agency (15 total), fourteen (14) direct service staff, and ten (10) consumers. Interviews allowed the Implementation Team to obtain in-depth information about what works well and what can be improved in the human service delivery system through one-on-one, telephone conversations with stakeholders.

Surveys were conducted in June 2007 with the three stakeholder groups to obtain additional information on how the human service delivery system serves consumers and ways to improve the system. Three separate survey instruments were designed for the stakeholder groups, but the issues examined through the surveys were the same. Surveys were available online. Seventeen (17) agencies participated in the surveys. A total of 87 administrators/supervisors, 100 direct service staff, and 110 consumers completed the surveys. The consumers responding to the surveys represented persons who received services from one or more of the 17 participating agencies.

To inventory existing human service resources, asset/resource mapping was conducted March 2007 through June 2007 using an Internet-based tool called the Asset Mapping module. The Asset Mapping module allows organizations to efficiently collect and disseminate information on community resources. It helps identify resource strengths and gaps in communities and establishes a baseline resource inventory. The Internet-based template allows service providers to easily enter organizational information into a series of data fields. This information is archived in a database to enable users to produce asset directory reports. Asset directory reports can be customized by subject, organization, etc. to meet the needs of diverse users. The reports download into Microsoft Word format that allows users to edit the information and share it with others for a variety of purposes, including further assessment, service planning, information and referral, outreach, etc.

Over 80 human service organizations were identified and invited via e-mail to submit their information into the Asset Mapping module. Other human service organizations were invited to participate through promotion and advertisement by means of local newspapers, agency newsletters, radio, existing websites, etc. A total of 65 human service providers submitted information about their organization. This information provides a means of mapping the broad human service system across many service providers and organizations.

Information collected through the system analysis has been used by the Implementation Team to make recommendations for future service delivery efforts. The findings and recommendations are presented for each of the three primary analysis domains.

ACCESS TO SERVICES

This domain addresses activities associated with entry into the human service delivery system. These activities include knowledge about where to get needed services, outreach, intake, referral processes, and initial screening and assessment procedures. The following are some of the significant findings from the analysis.

DISCUSSION GROUPS SAY:

- There are a lot of human service resources located in Washington County.
- Local agencies are improving marketing and points of access and services are local and close to home.
- Good processes of consumer assessment are in place by individual agencies.
- There are good working relationships among agencies related to referral of consumers for services.
- Agency personnel know each other and have worked together for a long time.
- Washington Information Network (WIN) is an effective way to improve access to services.
- Transportation for consumers is not adequate to meet needs.
- Awareness of the types of services available can be improved.
- There is a need for:
 - A centralized information and referral system
 - A comprehensive resource guide
 - A countywide Information and & Referral hotline
 - Online tools to assist providers and consumers in finding needed services.
- The intake process is repetitive from one agency to another; consumers must tell their story over and over.

“The Start-up of the WIN registration and referral project demonstrates a commitment by the categorical agencies to work together toward a single point of entry.”

-Agency Administrator

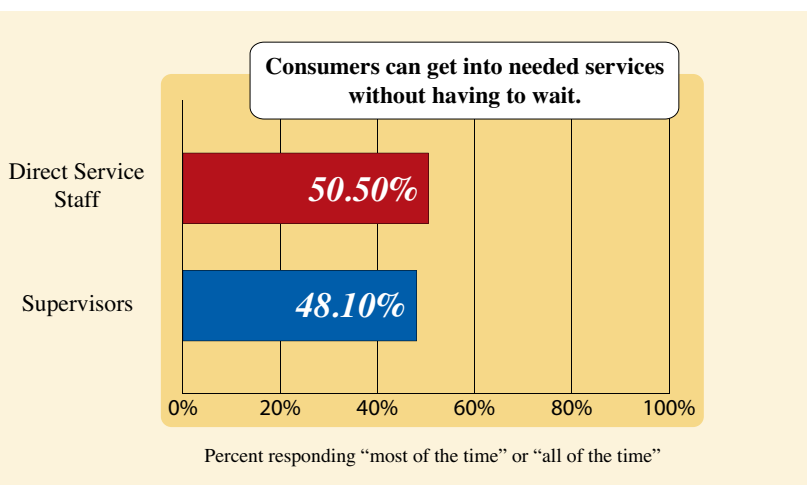
“We need an improved central information and referral system and a way of informing individuals what programs are available.”

-Washington County Consumer

- Some type of one-stop-shop would make it easier for consumers to navigate the system.
- There are long waiting lists for some services.
- There is a lack of funding for outreach.

INTERVIEWS SAY:

- Most persons interviewed believe it is important to look at consumers in a comprehensive way when they enter the service system.
- Current intake and screening practices vary depending on the agency and scope of services provided.
- Both supervisors and direct service workers expressed a need to spend more time with consumers at intake in order to get a better picture of their needs and situation.
- All of the administrators/supervisors interviewed were interested in holding interagency training opportunities so staff could learn more about other agencies making up the human service system.

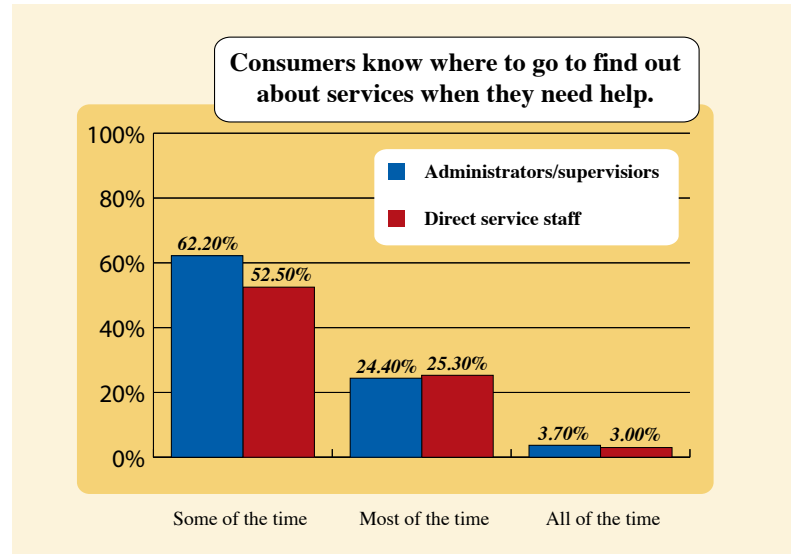


SURVEYS SAY:

- 74.4% of the supervisors believe “services consumers need are available in Washington County,” while 65.7% of the direct service staff hold this belief.
- About half of the supervisors and direct service staff participating in the survey indicated that waiting to get into needed services is a problem for consumers.

- Transportation issues are seen as a problem by local agencies. A high percentage of administrators/supervisors (89%) and direct service workers (83%) see lack of transportation as an issue for consumers.

- Improving consumer knowledge about where to go to find out about services when the consumer needs help is an issue that requires attention. Only about 30% of the human service agency personnel participating in the survey responded “most” or “all of the time” to the statement: “Consumers know where to go to find out about services when they need help”.
- Evening or weekend appointments are scheduled at least some of the time if consumers cannot get off work or school during regular weekday hours.



PRACTICE RESEARCH SAYS:

- Most human service agencies in Washington County currently collect very similar demographic and descriptive information from consumers at intake.
- The Senior Outreach and Referral Program (SOAR) is a model for improving outreach to the elderly. The strategies used by SOAR may be applicable to other populations in need of human services.
- Centralized information and referral systems in other counties may be useful models for moving toward a single point of entry system.
- Smart Card Technology may be a long term solution to sharing information and centralizing intake and assessment processes.

RECOMMENDATIONS:

- Continue to improve outreach to consumers and educate consumers about what services are available.
- Provide opportunities for direct service staff to learn more about

“We do the best we can with the money we have. Waiting lists are due to a lack of funding.”
-Agency Administrator

what other providers offer and to build relationships with staff at other agencies.



- Explore possibilities for establishing a multiple entry/no wrong door approach for consumers accessing services.
- Build on the work being done to establish a comprehensive, online resource and referral directory.
- Further assess the issues related to “waiting lists” to determine if specific services need to be more available.
- Explore ways to address the transportation barriers experienced by consumers.

SERVICE PROVISION

This domain addresses activities that occur after consumers have entered the human service delivery system. These activities relate to how each service provider interacts with and addresses the needs of consumers. Activities include specialized assessment, case planning, case management or care coordination, service delivery, follow-up and aftercare, measurement of consumer outcomes, and consumer navigation of the services being provided.

DISCUSSION GROUPS SAY:

- Agency personnel are professional and concerned about the welfare of consumers.
- Evidence-based, best practices are being implemented in the county, such as multi-disciplinary team approaches.
- Service planning works well – agencies are effective at helping consumers establish goals.
- There are good processes for identifying consumers with multiple service needs.
- Special multi-disciplinary services are available for consumers with multiple needs.

*“We do anything
and everything for
consumers”*

-Agency Supervisor

- Communication among providers about mutual consumers could be improved.
- Evening and weekend hours of service should be expanded.
- Families should be more involved in goal setting and treatment planning.
- Agencies are starting to track and measure outcomes for consumers -There needs to be more focus on outcomes measurement and evaluation.
- Follow-up and aftercare services need to be enhanced.
- Coordination of services among different providers needs to be improved.

“Service planning is too often a cookie cutter approach—we are not involving families.”

-Direct Service Provider

“Privacy restrictions can be relaxed if it promotes better coordination of services.”

-Washington County Consumer

INTERVIEWS SAY:

- Most persons interviewed within all three stakeholder groups think the service system in Washington County works well for most consumers and meets consumer needs.
- Consumers interviewed seemed to be generally satisfied with the services they were receiving.
- Consumers interviewed feel supported by the Washington County agencies where they receive services.
- Service providers identified several barriers to securing services for consumers from other agencies, including eligibility requirements, payment for services, and breakdowns in communication.
- There is no consensus among the service providers interviewed related to developing more integrated case management and service planning practices across multiple agencies.
- Administrators/supervisors and direct service workers interviewed identified a number of unmet service needs. Transportation and housing were mentioned by both groups as unmet needs of consumers.

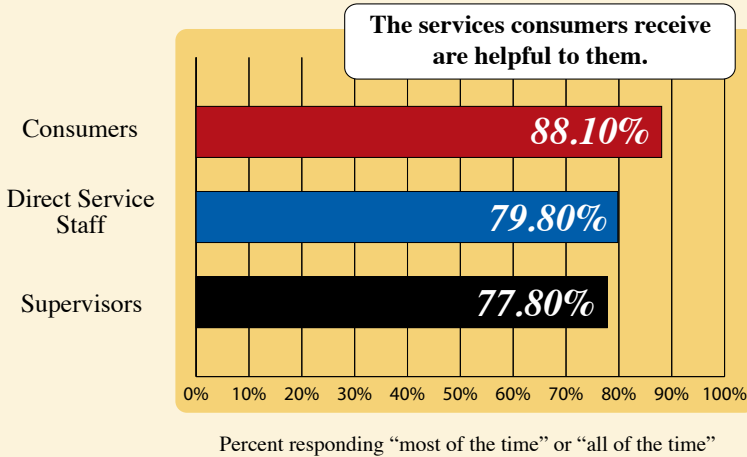
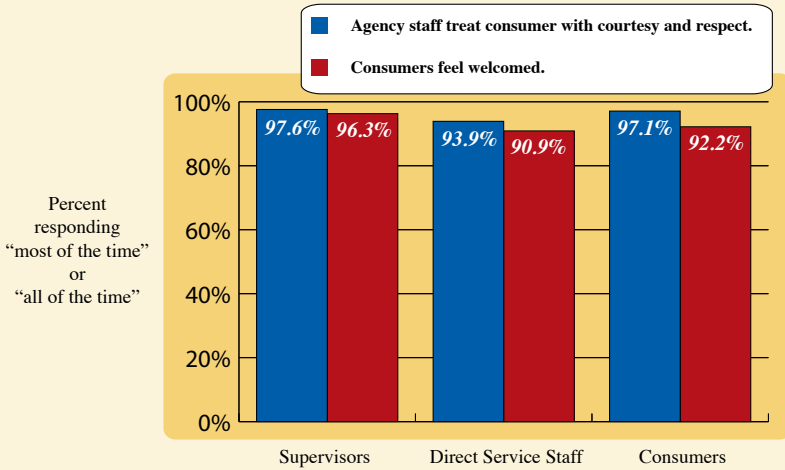
“The services I receive allow me to get up and get ready for work every day.”

-Washington County Consumer

“We tend to be territorial. The culture is the same as the state level.”

-Agency Administrator

Agency Relationships with Consumers



SURVEYS SAY:

- Staff interaction with consumers was seen by all three stakeholder groups positively. Based on the survey results, local agencies generally appear to:
- Maintain good relationships with most consumers
- Provide consumers with good information, and
- Involve consumers in service planning.
- Consumers are not always assigned to someone who makes sure they are connected to needed services.
- Eight out of ten persons surveyed believe that services provided to consumers are helpful to them all or most of the time.

PRACTICE RESEARCH SAYS:

- The Washington County Mental Illness Substance Abuse (MISA) pilot program provides a model for coordinated service delivery across multiple agencies.
- The Washington County Treatment Court has proven to be an effective practice in reducing recidivism and providing treatment services to court involved persons with co-occurring disorders.
- The Washington County Student Assistance Program (SAP) is a model for interdisciplinary service planning and effective working relationships between schools and community agencies.

- The Family Development Credential in Pennsylvania (FDC-PA) and Family Group Decision Making are best practices that can be used to move toward more coordinated service delivery and case management.

RECOMMENDATIONS:

- Continue to focus on outcomes and regularly evaluate the effectiveness of services provided.
- Provide more services during non-traditional hours.
- Further assess agency practices in the areas of follow-up and aftercare.
- Develop strategies to engage consumers and their families in service planning and goal setting.
- Build on the experiences of the Mental Illness Substance Abuse (MISA) pilot, Washington County Treatment Court, and Student Assistance Programs (SAP) and replicate these successful practices in other areas of the human service system.
- Support the efforts of existing coalitions to expand affordable housing options for consumers.

AGENCY INTERACTION

This domain addresses the ways in which human service providers interact with one another to serve consumers and the relationships among human service agencies and organizations in Washington County. It includes issues related to effective communication, interagency cooperation, coordinated service delivery, and collaborative planning.



DISCUSSION GROUPS SAY:

- Washington County agencies are willing and interested in working together to improve services.
- Agencies are currently sharing information.
- There is good communication among human service agencies within Washington County.

“Look around the room...there is a real desire to work together.”

-Agency Administrator

“There are so many agencies competing for the same clients that sometimes they shut each other out.”

-Direct Service Provider

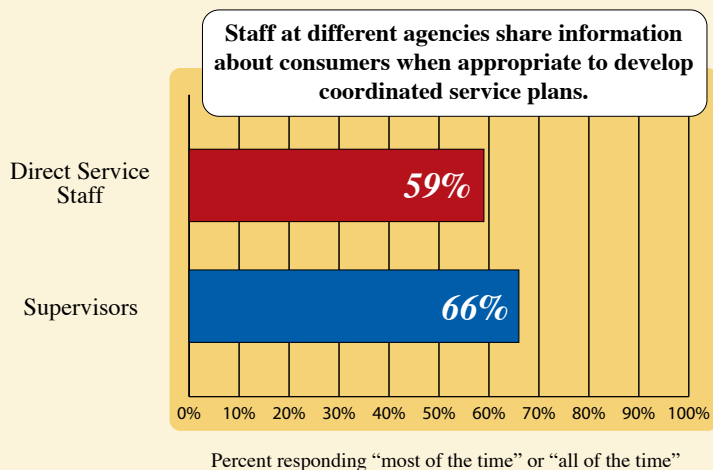
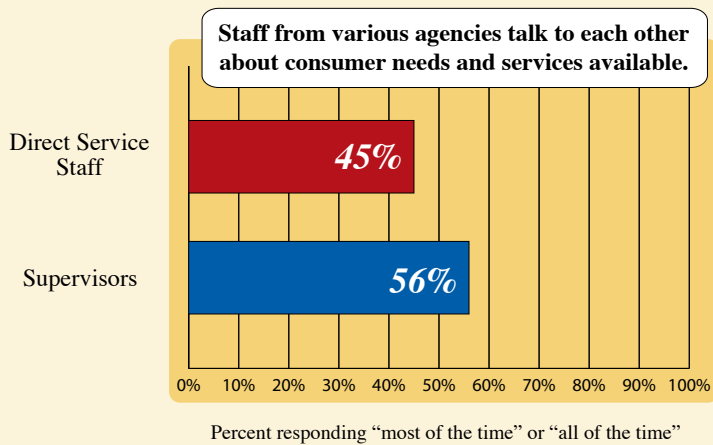
“Coalitions are not billable activities.”

-Agency Administrator

- Several examples of formal collaborations among local agencies currently exist.
- There are some cross-training and networking opportunities for human service providers.
- There is a need to engage in collaborative discussions and address competition among providers.
- The lack of funding to support collaborative work makes it difficult to invest the necessary time.
- Awareness of all the collaborative groups in the county needs to be increased.

INTERVIEWS SAY:

- Interview responses from local agencies tend to support more cross-agency training opportunities focused on learning about services available in Washington County and building relationships among service providers.
- There is support among all three stakeholder groups for more coordination of services across agencies and programs in Washington County.
- Consumers expressed the opinion that local agencies do not always work well together due to differing policies and procedures and a lack of communication.
- A significant majority (73%) of the administrators/supervisors interviewed did not see a need for any type of interagency (or lead) case management service.
- Half of the direct service staff interviewed reported some level of difficulty in making referrals to other agencies. Obstacles to referral identified include:
 - Waiting lists,
 - Eligibility criteria,
 - 3rd party payers not willing to pay for service,
 - No insurance coverage,
 - Breakdown of communication with other agency, and
 - Inability to share confidential information without a release.



SURVEYS SAY:

- There is an ongoing need to improve interagency communication about what services are available.
- Direct service personnel are less confident about their knowledge of other agency services than are their supervisors.
- The coordination of services among provider agencies and the sharing of consumer information (as may be appropriate and with consent) when consumers receive services from multiple providers are issues that need to be addressed in order to improve the human service system in Washington County. Over 40% of the direct service staff indicated that information is not shared all or most of the time.
- About 85% of all three groups responding to the survey indicated that consumers are connected to the services they need all or most of the time.

PRACTICE RESEARCH SAYS:

- Based on a review of formal and informal relationships in place among provider agencies and organizations within the Washington County human services system, four (4) sub-systems emerge that are generally defined by the types of services provided and population served. These sub-systems are:
 - Mental health services
 - Substance abuse services
 - Child welfare services, and
 - Senior services



- The Washington County Mental Illness Substance Abuse (MISA) pilot and the Student Assistance Programs (SAP) are local models of interagency coordination and service provision that can be built upon.
- Collaborative structures in other counties are promising practices of ongoing agency interaction that may serve as models for Washington County human service agencies.

RECOMMENDATIONS:

- Further develop a collaborative structure throughout all levels of the Washington County human service community to facilitate interagency communication, coordination, and system building.
- Build upon existing collaborative efforts to increase the level of interagency planning and service coordination.
- Provide ongoing cross-training opportunities for direct service staff to learn about other agency services and programs.
- Explore ways to share information across agency lines when consumers need services from multiple agencies.
- Use the recently compiled resource mapping information to better define and utilize the network of agencies and organizations that comprise the human service system in Washington County.



HUMAN SERVICE RESOURCES IN WASHINGTON COUNTY

There are a large number of agencies and non-profit organizations providing some type of human service in Washington County. The Washington Information Network (WIN) collaborative began to catalog information about these resources in 2002. The initial steps taken through the collaborative allowed providers to share program information, to maximize efficiency and collaboration among services, and to take a more systemic approach to delivering human services. The computerized database provides contact and background information about providers currently participating in the Network.

The human service system analysis project has provided an opportunity for local agencies to take the WIN collaborative to a new level through on-line resource mapping. The technology used allows local human service agencies and organizations to catalog diverse resource information in an interactive and searchable database environment.

Starting in the fall 2007, an online resource directory will be available at www.washingtonknows.org. It will allow resource information to be continuously updated to ensure that it is current and meets the ever-changing needs of users. This enhanced online resource directory will allow local human service providers to easily add and edit information. Users of this online tool can create customized resource directories and download them for a variety of marketing and outreach purposes. Consumers and other citizens seeking information about services available in the county can use the online resource directory to find appropriate services or review information about local agencies. In addition, the interactive database provides valuable information to assist with:

- Mapping where services are located,
- Identifying which agency provides what types of services, and
- Building a more effective and efficient human services system.

SOURCES OF DATA FOR THE SYSTEM ANALYSIS REPORT

The socio-economic data describing Washington County referenced in this report are from the 2005 American Community Survey. The survey is conducted by the United States Bureau of the Census. Data are derived from a statistically valid sample of Washington County residents. This is the most current source of socio-economic information available.

The following reports were produced by Collective Impact, LLC from the research and analysis conducted for the Washington County Human Service Analysis Project. All reports are available on the project resource disc. A copy of the resource disc may be obtained from Washington County Department of Human Services at 724.228.6863. You can also find project reports online at www.washingtonknows.org.

- Washington County Discussion Groups – Summary and Observations, March 2007
 - Administrator/Supervisor Comments, February 2007
 - Direct Service Staff Comments, February 2007
 - Consumer Comments, February 2007
- Summary of Interviews and Findings, July 2007
- Summary of Findings From the Survey Data, August 2007
- Review of Current Practice Information – Preliminary Observations, February 2007
- Promising Practices in Human Services – June 2007





In Memory of **BOB HARMS**

**“The Gentle Giant”
1951-2007**

“Bob Harms was a gentle giant...the “gentle” side of Bob was seen in the manner in which he interacted with those with whom he worked – always friendly, always calm, always a gentleman.”

- *Bracken Burns, Washington County Commissioner*

“He was a “people first” type of director.”

- *Tom Jones and Jan Taper, Washington Co. MH/MR Program*

“With the passing of Bob Harms, Washington County lost a dedicated leader, mentor, advocate and friend. His life will always be fondly remembered by his Washington County family.”

- *Larry Maggi, Washington County Commissioner*

“Bob’s calming tone helped to ease many tense situations... I could always rely on him for sound advice. He was a hero to many of us.”

- *Donna Murphy, Washington Drug and Alcohol Commission, Inc.*

“Bob Harms was a very caring and committed individual who always put the needs of others before himself.”

- *Diana Irej, Washington County Commissioner*

“He had a significant impact on many other human service disciplines and his desire to enhance and improve human services in Washington County will be sorely missed.”

- *Tim Kimmel, Washington County Human Services Director*

“Front and center in his mind and heart was always the people he served.”

- *Mary Lynn Spilak, Washington County Aging Services Director*

This report is dedicated with appreciation and admiration to the memory of Mr. Bob Harms. Bob died suddenly as this project was underway. He was the Washington County Mental Health/Mental Retardation Administrator and a member of the project Implementation Team.

We honor Bob’s leadership, passion, and devotion to others. This was shown daily in his concern and respectful treatment of his family, friends, coworkers, and the vulnerable populations with which he worked. Bob’s service in behavioral and mental health spanned decades. He drew from his direct service past to influence the direction of the mental health/mental retardation system in Washington County.

Bob was a devoted father to his son, Ben, and a Scout Master for the Boy Scouts of America. He enjoyed fishing, golf, trains, music, playing cards, Civil War Memorabilia, and John Wayne Western movies.

Bob’s work will have meaningful and positive repercussions for years to come. His caring nature will be deeply missed.

WASHINGTON COUNTY DEPARTMENT OF HUMAN SERVICES

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WASHINGTON KNOWS

Website: <http://www.washingtonknows.org>

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Bob Harms - *Washington County Mental Health /Mental Retardation Program*

Tom Jones - *Washington County Mental Health/Mental Retardation Program*

Mary Lynn Spilak - *Aging Services of Washington County*

Donna Murphy - *Washington Drug and Alcohol Commission, Inc.*

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**For a copy of this report and/or the Analysis Resource Disc, contact
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September 2007