

# **BARNSTABLE COUNTY DEPARTMENT OF HUMAN SERVICES PLAN**

**July 2014 – June 2016**



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### **Mission of the Department of Human Services**

The Department's mission is to:

1. Plan, develop, and implement programs which enhance the overall delivery of human services in Barnstable County and,
2. Promote the health and social well-being of County residents through regional efforts that improve coordination of services.

The Department has a record of organizing regional approaches that promote health and wellness for underserved populations by mobilizing a community response to needs identified through data collection, analysis, and evaluation.

### **Primary Role**

The Department's primary roles are to:

- Convene
- Communicate
- Connect
- Facilitate
- Plan

### **Guiding Principles**

The following principles and strategies guide the Department's work:

- Focus on policy, systems and community change rather than on individual behavior
- Integrated approach to prevent topical and systems silos
- Asset focused approach building on strengths while addressing needs
- County-wide approach with attention to underserved areas
- Action is based on qualitative and quantitative data and evidence based practices

### **Health and Human Services Advisory Council**

In 2003 the Barnstable County Commissioners adopted Ordinance 03-19 which established the Health and Human Services Advisory Council. The Advisory Council, in conjunction with the Department of Human Services, is responsible for providing advice concerning the human service needs of the residents of Barnstable County. A major purpose of the Advisory Council is to assist in the development of a Health and Human Services Plan which identifies issues for action by County government.

**Healthy Connected Cape Cod**

*Healthy Connected Cape Cod* is the conceptual framework that ties together the work of the Department. The concept began with planning the Department undertook in 2009 and 2010 with its Health and Human Services Advisory Council. The principal aim is organize regional approaches by engaging residents, health and human service organizations, and coalitions and networks throughout Cape Cod to plan, and implement activities that promote health and well-being for County residents.

The following diagram highlights the major health and human service focus areas for the Department for 2015 -2016:



Attachment A FY 15 and FY 16 planned projects and aims for each focus area.

Attachment B Department’s Work Plan aligned with the 2014 - 2016 County Strategic Plan

**ATTACHMENT A**  
**FOCUS AREAS AND OUTLINE OF MAJOR RESPONSIBILITIES**

**1.0 Focus Area: Health Promotion**

Aim: To coordinate and support regional efforts that improve health outcomes for county residents.

1.1 Prevention and Wellness Trust Fund

Major Responsibilities:

- Coordinating Partner
- Provide staffing to the PTWF (. 50 FTE of Senior Project Manager will be charged to grant for a portion of FY 15)

1.2 Oral Health Excellence Collaborative

Major Responsibilities:

- Convene Steering Committee
- Develop governance structure
- Review Strategic Plan and assist members to prioritize
- Provide strategic oversight

1.3 Hunger Network

- The Department maintains a close relationship with the CCHN, regularly supplies information and technical assistance to its co-Chairs, and attends the Network's quarterly meetings

**2.0 Focus Area: Housing and Homelessness**

Aim: Provide staffing and coordination to Regional Network to Address Homelessness and coordination of several grant funded programs of regional impact.

2.1 Regional Network to Address Homelessness:

Major Responsibilities:

- Convene Regional Network
- Staff Regional Network
- Provide oversight, assist in planning and executing strategies outlined in the *Regional Plan to Address Homelessness*

2.2 HUD Continuum of Care

Major Responsibilities:

- Effective 12/11/14 assume responsibilities of Collaborative Applicant for CoC Program
- Administer Planning Grant and activities for CoC
- Staff CoC
- Undertake Annual PIT and Youth PIT
- Plan and execute strategies outlined in CoC that are the responsibility of the County
- Identify areas for collaboration with Regional Network Plan and with HOME Consortium

2.3 New for 2015/2016, the Department will work with the County Commissioners and Cape Cod Commission to implement the section of the County Strategic Plan dealing with consolidation of the HOME Consortium Grant with other County Housing and Homelessness efforts under the DHS.

### **3.0 Focus Area: Behavioral Health**

Aim: To support to regional behavioral health initiatives by providing data analysis, technical assistance, resources, and leadership.

#### **3.1 Cape and Islands Suicide Prevention Coalition**

Major Responsibilities:

- Provide leadership to Coalition, Department staff have co-chaired the Coalition since its inception in 2009
- Support CISPC Strategic Plan activities
- Disseminate information about regional training and resource opportunities
- Provide analysis and annual updates of suicide data to CISPC and public
- Provide public information and materials to all residents via annual mass mailing
- Staff supervise the CISPC Coordinator

#### **3.2 Regional Substance Abuse Council**

Major Responsibilities:

- Convene and staff regional Substance Abuse Council
- Coordinate region in order to be better aligned and prepared for grants and funding opportunities
- Establish communication infrastructure
- Identify gaps and disparities in the service system
- Maximize interagency collaboration
- The Department will undertake a data collection project on the topic of substance abuse, capturing data from a variety of data sources including both prevalence and community assets.

3.3 Network of Care Behavioral Health Website

- Maintain website
- Provide community education
- Promote and publicize resource

4.0 **Focus Area: Aging and Disability**

Aim: To support regional efforts that improve coordination of services and address unmet needs.

4.1 SHINE

Major Responsibilities:

(a.) Provide staffing and administrative support for Regional SHINE program

- Develop outreach and marketing plan, specifically targeting underserved populations
- Monitor and analysis client contact and utilization reports generated by SHIP Talk
- Develop sustainability plan and seek additional funding to fully fund program budget 100%.
- Train and manage over 50 volunteers

4.2 Navigator Pilot Project

Major Responsibilities:

- Complete evaluation of the 18 month pilot project which ended 9-30-14, identify the costs associated with the project's services and estimated system-wide costs averted by keeping the clients out of crisis.
- The evaluation will be published and promoted within the cape cod human service community and is intended to inform potential funders.

4.3 Education and Career Development

- In FY 15 the Department will engage in discussions with Cape Cod Community College regarding opportunities to collaborate and support aging and disability related continuing education programs.

5.0 **FY 15/FY 16 emerging issue areas/projects:**

- Community Health Needs Assessment- work with the HHSAC and others create a regional " Dashboard of Data Elements"
- Veterans –Participate on the newly established Veterans Collaborative
- Update *Socio- Economic Landscape Report*
- The Department is undertaking an evaluation of its current communication and outreach tools so it may more effectively serve the community. By utilizing modern best practices, the Department's websites and print materials will be more accessible and

empower community members to find the information they need most to remove barriers for clearer communication, reduce redundancy, streamline websites and available resources

5.1 Areas for future consideration/attention identified by the HHSAC on October 24, 2014:

- Need for LEP and Translation Services for language interpreters, sign language and deaf and hard of hearing
- Housing – Engage CCYP regarding workforce housing
- Housing leadership void
- Outreach and collaboration with Nauset Neighbors and Neighborhood Falmouth and other community groups
- Human Service planning for older adult population

## Attachment B

### Department of Human Service – Barnstable County Strategic Plan

#### **GOAL: 4.1.3 Policy, Planning and Capacity Building**

##### **Task: 4.1.3.1 Annual Strategic Planning and Process Review**

- 1) Develop Annual Human Service Plan.
  - a. The Department, with the assistance of the Health and Human Services Advisory Committee, will develop an annual plan to outline the department's areas of focus for the year and related activities and communicate human service needs and priorities to public, elected officials and county government. Solicit feedback from HHSAC members to identify emerging trends by use of an questionnaire administered every two years, results will be shared with chief elected officials and County Administrator.

##### Outcome Measures:

- (i) Plan developed with input from the HSSAC to be reviewed annually with articulated strategic focus areas.

##### **Task: 4.1.3.4 Foster Regional Collaborations through issue based work.**

- 1) Convene Health and Human Services Advisory Council
  - a. Solicit and build representative base
  - b. Appointment by County Commissioners
  - c. Convene no fewer than three times per year

##### Outcome Measures:

  - (i) Development of Annual Plan
  - (ii) Inform elected officials and public on results of *Emerging Trends Report*
  - (iii) Undertake *Emerging Needs* survey every two years
- 2) Convene Regional Network to Address Homelessness
  - a. Convene/Coordinate Regional Network, provide administrative and infrastructure support
  - b. Fund a part time coordinator
  - c. Support quarterly forums/networking/training opportunities for Client Coordination Council
  - d. Improve website & flow of information to regional network
  - e. Improve regional data collection



- f. Identify prevention strategies and opportunities to promote regional prevention message
  - g. Provide planning function for the Continuum of Care ( \*FY 15 new) including planning for coordinated assessment, Point In Time Count and Unaccompanied Youth Survey.
- 3) Cape and Islands Suicide Prevention Coalition
- a. Provide leadership to Coalition, Department staff have co-chaired the Coalition since its inception in 2009
  - b. Support the CISPC Strategic Plan activities
  - c. Disseminate information about regional training and resource opportunities
  - d. Promote and support public education campaigns undertaken by the CISPC
  - e. Provide analysis and annual updates of suicide data to CISPC and public
  - f. Provide public information and materials to all residents via annual mass mailing
  - g. Staff supervise the work of the CISPC Coordinator
- 4) Crisis Response Team Coordination - Postvention
- a. Coordinate postvention response with DMH when determined necessary
  - b. Share local postvention practices
  - c. Build capacity at town level to respond to suicides in their communities
  - d. Publish crisis response cards for first responders
  - e. Promote use of crisis response cards with first responders
  - f. Reaffirm surveillance efforts and coordination of response for FY 15
- 5) Oral Health Collaborative
- a. Convene Oral Health Collaborative
  - b. Develop and assist in the execution of the OHEC Strategic Plan
- 6) Prevention and Wellness Trust Fund
- a. Role: Coordinating Partner and fiscal agent
  - b. Provide staffing to the PTWF (. 50 FTE of Senior Project Manager will be charged to grant for a portion of FY 15)

**Task: 4.1.3.5 Branding and consistency among county departments, joint communication strategy**

- 1) Department staff will participate on the Communication working group and the IT working group
- 2) The Department is undertaking an evaluation of its current communication and outreach tools so it may more effectively serve the community. By utilizing modern best practices,

the Department's websites and print materials will be more accessible and empower community members to find the information they need most.

- 3) Codifying our messaging will ensure clear and purposeful communication with other Departments, government officials, and the greater community. And ensuring consistent and effective communications will increase understanding, enthusiasm, and investment for our programs, initiatives, and priorities.

**GOAL: 4.5 Safe and Healthy Populations**

**Task 4.5.1 Establish Inter departmental working group to evaluate opportunities for greater coordination.**

- 1) Department staff will participate in working group

**Task: 4.5.2. Continue data collection and analysis to monitor conditions among vulnerable populations on Cape Cod and to design and monitor program effectiveness.**

- 1) The Department provides technical assistance on data acquisition, research and evaluation methodology and strategies for program quality improvement.  
Measureable Outcomes:
  - (a) Requests for information will be recorded and tracked in a uniform manner.
  - (b) Service-related surveillance: the department will initiate analyses and subsequent service program and policy recommendations that are responsive to verifiable health and human service needs of the Cape Cod population.
- 2) The Department will undertake an evaluation of the Navigator Pilot Project.  
Measureable outcome:
  - (a.) Evaluation will identify the costs associated with the project's services versus the estimated system-wide costs averted by keeping the clients out of crisis.
  - (b.) The evaluation will seek heretofore unidentified unserved and vulnerable adults needing assistance.
  - (c.) Evaluation will be published and promoted within the cape cod human service community and will be intended as a tool for use to advise funding of subsequent services and as a tool to advise system-level policy change.
- 3) The Department will undertake a data collection project on the topic of substance abuse, capturing data from a variety of data sources including both prevalence and community assets.

Measureable outcomes:

- (a) An inventory of organizations and services addressing substance abuse on Cape Cod will be compiled.
  - (b) An inventory of prior publications, assessments, and analyses of substance abuse on Cape Cod will be compiled and reviewed for relevancy.
  - (c) A report/SWOT analysis of substance abuse incidence, prevalence, and treatment options on-cape will be produced.
  - (d) Additional data will be compiled and vetted in accordance with established priorities for services and for inter-agency coordination.
- 4) Prepare and publish a substance abuse and use report for the region.  
Measureable outcome:  
(a) Report will be published.
- 5) Respond to requests for data from other county departments, towns, human service providers and county residents.  
Measurable outcome:  
(a) Responses to data requests will be prioritized and every effort will be made to respond within two weeks and in such a way as to both provide the information requested and to build capacity within our community by educating the requestor on how to source the information in the future and to follow up their inquiry themselves.
- 6) Support local county health departments and sub-agents of the DPH infectious disease surveillance system with data analyses and interpretation, if and as requested.
- 7) Update the demographic and Socio Economic Landscape report on a periodic basis.  
Measurable outcomes:  
(a) The publication will be updated every 5 years.  
(b) The report will be accessible online

**Task: 4.5.3 Promote public health and wellness**

- 1) Combatting Chronic Disease.
- a) The Department will monitor and advocate for community based methods of controlling chronic disease which make use of appropriate staff and curricula in the most effective service setting  
Measurable Outcomes:  
(a) Continue work with the Cape Cod Hunger Network Food on innovative solutions to increasing healthy foods on pantry shelves

(b) Respond to and participate in, and /or support local, state and federal grant opportunities that will allow inter-agency collaboration to combat prioritized chronic disease on Cape Cod.

b) Perform chronic disease surveillance for Cape Cod population. Initiate analyses and subsequent service program and policy recommendations that are responsive to verifiable health and wellness needs of the residents of Cape Cod.

2) NACO Dental and Prescription Drug Program.

(a) On an annual basis distribute program information to the region through established dissemination methods.

(b) Receive and monitor monthly utilization reports and provide feedback to County Administrators and NACO when necessary.

**Task: 4.5.4 Coordinate to expand services for vulnerable populations**

1) Behavioral Health. Behavioral Health is an umbrella for the Department’s work in the areas of Substance Abuse and Mental Health, inclusive of Suicide Prevention.

(a) Continue analysis, summarization and distribution of data aggregated from data sets maintained by entities such as DPH.

(b) Collect, analyze and report on qualitative and unmet needs.

(c) Collaborate with DMH and others to improve access to mental health services

2) Substance Abuse

(a) Convene and staff regional Substance Abuse Council

(b) Coordinate region in order to be better aligned and prepared for grants and funding opportunities

(c) Establish communication infrastructure

(d) Identify gaps and disparities in the service system

(e) Maximize interagency collaboration

**Measurable Outcomes:**

(i) Additional funding for substance abuse prevention and/or treatment comes to the region

(ii) Adoption of evidence based practices and programs

(iii) Learning Community created

(iv) Advocacy statements developed and publicized

3) SHINE

(a.) Provide staffing and administrative support for Regional SHINE program

- (b.) Develop outreach and marketing plan, specifically targeting underserved populations
- (c.) Monitor and analysis client contact and utilization reports generated by SHIP Talk
- (d.) Develop sustainability plan and seek additional funding to fully fund program budget 100%.
- (e.) Staff and program development
- (f.) Train and maintain an adequate number of volunteers

Measurable Outcomes:

- (i) Additional funding is secured
- (ii) Outreach plan is finalized and implemented
- (iii) Training plan is finalized and implemented
- (iv) Client contact and utilization reports are analyzed

4) Navigator Pilot Project

- (a) Monitor grantee's work deliverables
- (b) Participate on Advisory Group
- (c) In FY 15 department staff will conduct a final evaluation of the NPP
- (d) Based upon positive outcomes of the mid-term evaluation, begin to seek sustainable funding for service delivery
- (e) Assist in building capacity within existing service systems to provide long term supports to those clients existing the NPP

Measurable Outcomes:

- (i) Results of NPP evaluation are published
- (ii) Research and conduct analysis of ongoing long term sustainability options for NPP services, including opportunities offered by payment reform and other insurance reimbursement changes due to the ACA.

5) Human Rights Commission

- (a) The Department provides administrative support to the Human Rights Commission.

**Task: 4.5.5 Expand services and programs for youth and families**

- 1) TBD 2014 - 2018

**Task: 4.5.6 Regional clearinghouse/referral system**

- 1) Promote MASS 211.  
Outcome measure: Utilization reports.

- 2) [www.find.bchumanservices.net](http://www.find.bchumanservices.net). In 2012/2013 the Department established a new website and launched four resource directories, staff will continue to populate data and records, provide tutorials to the public and improve system search ability.
- 3) [www.bchumanservices.net](http://www.bchumanservices.net) The Department's website is a clearinghouse of health and human service information. In FY 15 the Department will continue to expand and improve the website and populate it with relevant human service information.
- 4) Communication to the wider human services community. The Department publishes a bi-weekly newsletter of upcoming events and trainings relevant to the health and human services community.
- 5) Network of Care Healthy Connected Cape Cod Website. The Department will continue to build and publicize its newest web based information clearinghouse which contains county level data on 170 health indicators.
- 6) Network of Care Behavioral Health Web portal. Launched in September 2014

**Task: 4.5.7 Health and Human Service Planning**

- 1) Develop scope of work for regional human service planning to assist in regional health and human service planning efforts – beginning in FY 2016

**GOAL: 4.6 Affordable Housing/Low Income Rentals**

**TASK: 4.6.1 Promote creation of affordable and low income housing opportunities**

- 1) TBD 2015-2016 - New for 2015/2016, the Department will work with the County Commissioners and Cape Cod Commission to implement the section of the County Strategic Plan dealing with consolidation of the HOME Consortium Grant with other County Housing and Homelessness efforts under the DHS.

**GOAL: Regional Services**

**Task: 4.9.2 Transportation Planning**

- 1) Community needs assessments consistency identify barriers to transportation and/or lack of access to transportation as having a disparate impact on low income and vulnerable populations. The Department will continue to participate in regional transportation meetings convened by the CCRTA and assist in developing recommendations for the Cape Cod Regional Coordinating Committee.

**Task: 4.9.3 Resource Development and Grant Writing**

- 1) Department staff will work with RDO staff, when appropriate, to respond to funding opportunities.
- 2) Department staff will respond to funding opportunities relevant to areas of focus. Department staff will conduct grant writing or assist in coordinating responses from multiple entities.