

WESTMORELAND COUNTY



DEPARTMENT OF
HUMAN SERVICES

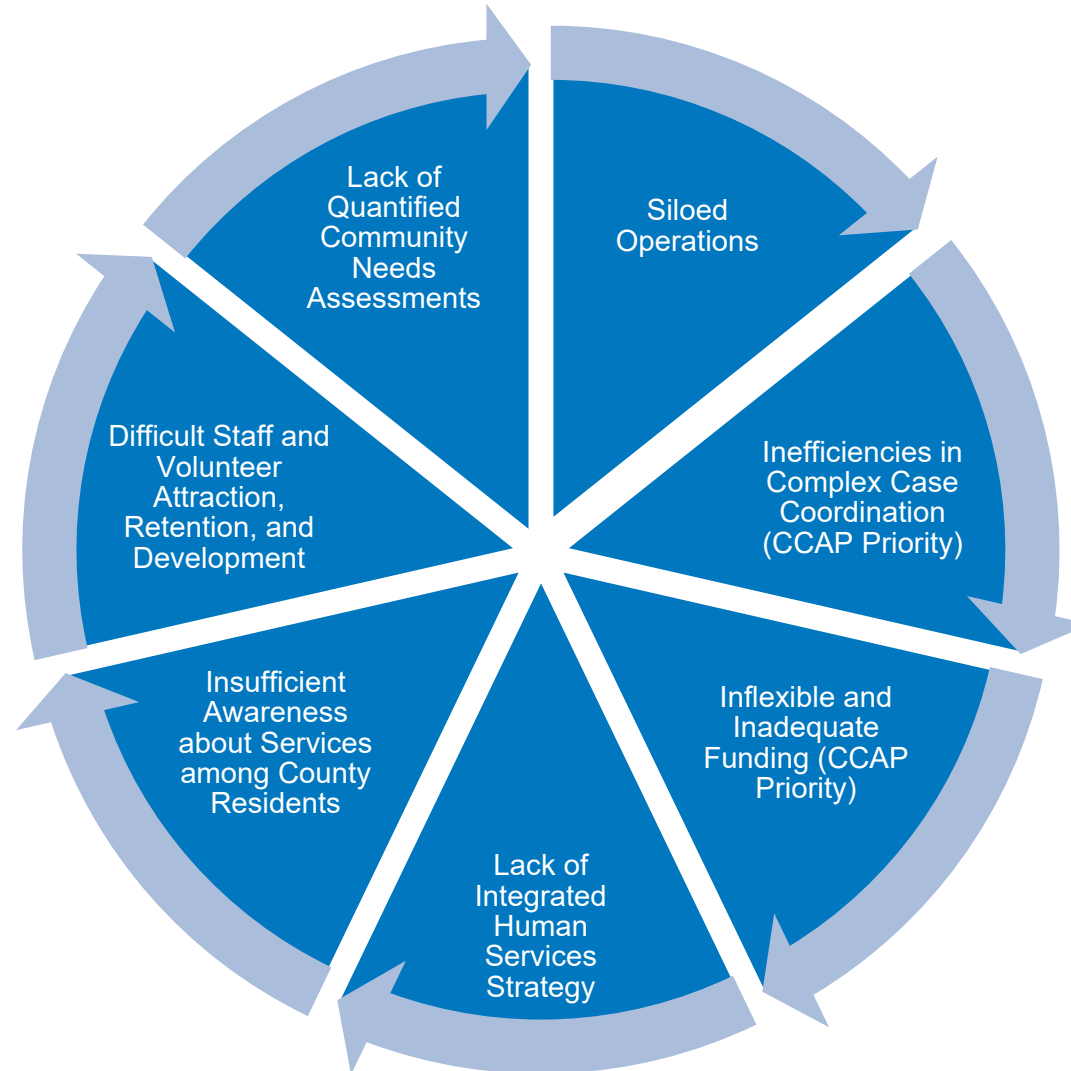
The Westmoreland County Plan to Enhance Human Services



The Hill Group Assessment and Recommendations

- Engaged by United Way of Southwestern Pennsylvania and Community Foundation of Westmoreland County in 2019.
- Reviewed best practices and assessed current state of services.
- Made recommendations for expanding access, increasing capacity, and improving infrastructure.
- Proposed integration of all departments into one united Department of Human Services.

Hill Group Findings



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Area Agency on Aging
(AAA)

**Behavioral Health &
Developmental Services**
(BH/DS)

Children's Bureau
(WCCB)

**Department of Community
Relations & Prevention**
(DCRP)

Veterans Affairs
(VA)

The Westmoreland County Department of Human Services (DHS)

- The Westmoreland County Department of Human Services initiative focuses on wellness throughout the entire county. Through an integrated, human-centered approach, the Department of Human Services initiative will focus on ensuring that every person has the resources to live a successful and productive life and will promote wellness across the region. Through a coordinated, no-wrong-door approach, the Department of Human Services initiative will join public, private, and nonprofit organizations to establish a coordinated system for all clients seeking Human Services.



► DHS Integration Status

The DHS has been working diligently to integrate its services, and we are excited to share the accomplishments so far, as well as the planned initiatives for the rest of 2023.

ESTABLISHMENT OF ADMINISTRATION DEPARTMENT

The Administrative Department plays a crucial role in supporting the overall operations and success of the Department of Human Services (DHS). With a focus on efficiency, coordination, and resource management, the Administrative Department aims to enhance the integration and delivery of services to vulnerable populations in Westmoreland County. It serves as the backbone of the DHS, ensuring smooth functioning and effective collaboration across all departments and programs.

CREATION OF THE DEPARTMENT OF COMMUNITY RELATIONS AND PREVENTION

The DHS has created the department of community relations and prevention to develop community partnerships and promote public awareness of its services focus on opioid prevention, homeless prevention, food insecurity, transportation, workforce development, and other community support initiatives.

DHS REBRAND

The DHS has engaged a marketing company to create brand awareness and implement branding initiatives across all departments, including the website, social media, and annual reports.

ROLLOUT OF THE COORDINATED ENTRY SYSTEM

The DHS has partnered with 211 to implement a coordinated entry system and moved the Base Service Unit (BSU) into the county to create a single point of entry for those seeking services. The integration of the BSU has saved approximately \$600,000 by redesigning the county access to BH services. The DHS has also begun integrating its data and implementing an agile project management approach across all departments.

DATA INTEGRATION

The DHS has made significant strides in data integration. By implementing an agile project management approach, the department has been able to streamline data collection, analysis, and reporting across all departments. This integration ensures that accurate and timely information is available to inform decision-making and improve service delivery.

DHS STRUCTURE FOR THE FUTURE

A key focus for the DHS will be finalizing a structure that will support its operations for years to come. The department will conduct extensive internal assessments and engage external consultants to evaluate its current organizational framework. Through this process, the DHS will aim to optimize its efficiency, improve communication, and enhance coordination among different service areas.



► Executive Summary

IMPLEMENTATION OF INTEGRATED DEPARTMENT OF HUMAN SERVICES IN WESTMORELAND COUNTY

The Westmoreland County Department of Human Services (DHS) has undertaken a significant initiative to integrate its human services system to better serve the needs of the community. The mission of the DHS is to provide prevention, intervention, and advocacy support for vulnerable individuals, enabling them to thrive and achieve self-sufficiency. However, the lack of systematic integration between the County and the numerous nonprofit and government agencies has resulted in fragmented funding and operations.

With nearly 160 organizations providing human services across Westmoreland County's diverse cities, boroughs, and townships, the existing siloed approach has hindered the county's ability to meet the increasing demand for services. Additionally, the absence of a unified system has impeded effective case management, limited investment in county-wide technology infrastructure, and posed challenges in attracting and retaining staff and volunteers. Furthermore, there is a lack of awareness among citizens regarding available services, accompanied by societal stigmas and various accessibility issues.

INTEGRATING THE DEPARTMENT OF HUMAN SERVICES

In collaboration with the United Way of Southwestern Pennsylvania, the Community Foundation of Westmoreland County, and The Hill Group, Westmoreland County embarked on a comprehensive assessment of its human services landscape. This partnership has led to the establishment of a fully functioning and integrated Department of Human Services. The newly appointed director will play a pivotal role in aligning the department with the broader network of service providers, fostering cooperation, and facilitating collaboration.

By implementing an integrated system, Westmoreland County aims to expand access to vital services, enhance capacity, and improve infrastructure. This transformation will address the growing demand for basic human services, streamline case management processes, and allocate resources more efficiently. Additionally, the integration will foster innovation and the adoption of technology, allowing for improved service delivery throughout the county.



▶ Executive Summary

DEPARTMENT OF HUMAN SERVICES KEY OBJECTIVES FOR OUR COUNTY

The key objectives of the integrated Department of Human Services are as follows:

STREAMLINE SERVICE DELIVERY

By breaking down the silos and enhancing coordination between the County and service providers, the DHS aims to provide more comprehensive and efficient services to individuals in need.

INCREASE AWARENESS

Efforts will be made to improve public awareness of available services, reducing the stigma associated with seeking assistance and ensuring that residents have access to the support they require.

ENHANCE INFRASTRUCTURE

The integrated system will focus on establishing a robust technology infrastructure that enables effective data sharing, case management, and resource allocation, ultimately improving outcomes for clients.

STRENGTHEN PARTNERSHIPS

The DHS will actively engage and collaborate with the diverse ecosystem of providers to leverage expertise, share resources, and align efforts, ensuring a coordinated and cohesive approach to service delivery.

IMPROVE ACCESSIBILITY

Steps will be taken to address accessibility challenges, such as inadequate emergency housing, insufficient services for formerly incarcerated individuals, and transportation limitations, to ensure equitable access to human services for all residents.

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HOW INTEGRATED HUMAN SERVICE WILL ENHANCE OUR COMMUNITY

The implementation of an integrated Department of Human Services represents a significant step towards fulfilling the mission of Westmoreland County to support the well-being and self-sufficiency of vulnerable individuals. By aligning resources, improving coordination, and leveraging partnerships, the DHS will enhance service delivery, increase capacity, and promote a more resilient and inclusive community.

EXPAND ACCESS TO SERVICES

- Implement 211 in Westmoreland County to direct referrals to DHS
- Develop and implement “no wrong door “ entry within DHS
- Community needs assessment
- Define service regions across the county to increase access
- Conduct community outreach fairs throughout the county (1 per region per year)
- Conduct community-wide mental health crisis planning and develop plans to address identified gaps
- Develop and implement a plan to address gaps in services for older adults
- Create satellite offices, possibly at CBO sites in each region of the county

IMPROVE AND INTEGRATE INFRASTRUCTURE

- Create a shared DHS data system with access for providers as appropriate
- Diversify and increase DHS funding resources and identify blended funded opportunities
- Create DHS fiscal structure, integrating finances of all departments and implementing the use of a standard fiscal software package
- Evaluate and recommend standardized DHS provider contracts and releases of information that cover all DHS departments jointly and update annually
- Create and implement an annual fund development plan to expand resources beyond traditional funding sources
- Develop and implement a technology review and improvement plan, including internal operations and client access issues

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INCREASE PROVIDER CAPACITY

- Create an integrated intake system at DHS with access for providers
- Convene providers regularly to promote best practices, identify opportunities for collaboration and strengthen the network
- Further develop partnerships across the community including Westmoreland Community Foundation, UWSWPA and others to increase support for providers
- Develop and implement a plan annually to invest ARPA and Opioid Prevention funds and future funds to build the capacity of nonprofit providers
- Jointly review service data and client feedback with providers, assessing service delivery, impact and opportunities for improvement

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**DEVELOP A
CULTURE OF
COLLABORATION
AND
CONTINUOUS
IMPROVEMENT
ACROSS ALL DHS
DEPARTMENTS**

- Engage department heads, managers, and staff through quarterly meetings for each group with opportunities to identify CQI projects
- Create and implement an annual staff development plan across DHS
- Create leadership development and succession plans within each DHS Department
- Develop KPI and Dashboards to identify CQI opportunities and promote accountability
- Develop annual CQI plans within each dept
- Develop recruitment, hiring, and onboarding practices that help to build a DHS staff that reflects all the communities we serve
- Annually identify programs for evaluation, including development of logic models and design and implementation of an evaluation plan

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DEVELOP DEPARTMENT OF COMMUNITY RELATIONS AND PREVENTION

- Define the mission and structure of the Dept of Community Relations & Prevention (DCRP)
- Develop & implement a plan to address essential unmet needs such as opioid prevention, affordable housing, etc., and update annually
- Create a homeless advisory board, incorporating the Westmoreland Advisory Team