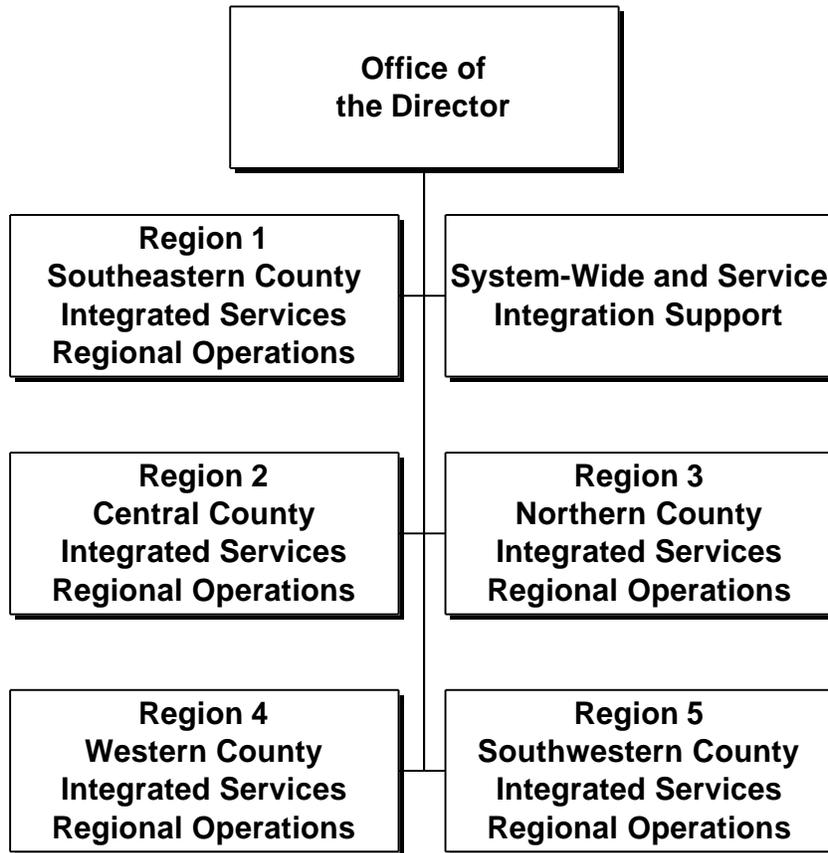


DEPARTMENT OF SYSTEMS MANAGEMENT FOR HUMAN SERVICES



DEPARTMENT OF SYSTEMS MANAGEMENT FOR HUMAN SERVICES

Agency Position Summary

81 Regular Positions (2) / 80.5 Regular Staff Years (2.0)

Position Detail Information

OFFICE OF THE DIRECTOR

1 Director
1 Secretary III
2 Positions
2.0 Staff Years

REGION 1 - Southeastern County

1 Regional Director
1 Management Analyst III
1 Social Work Supervisor
8 Social Workers II
2 Social Workers I
1 Administrative Aide
14 Positions
14.0 Staff Years

REGION 2 - Central County

1 Regional Director
1 Management Analyst III
1 Social Work Supervisor
7 Social Workers II
3 Social Workers I
1 Administrative Aide
14 Positions
14.0 Staff Years

REGION 3 - Northern County

1 Regional Director
1 Management Analyst III
1 Social Work Supervisor
8 Social Workers II
1 Social Worker I
1 Administrative Aide
13 Positions
13.0 Staff Years

REGION 4 - Western County

1 Regional Director
2 Management Analysts III
1 Social Work Supervisor
8 Social Workers II, 1 PT
1 Social Worker I
1 Administrative Aide
14 Positions
13.5 Staff Years

REGION 5 - Southwestern County

System-Wide and Service Integration

1 Deputy Director
for Administration of Operations
1 Director of HS
1 Management Analyst IV
9 Management Analysts III (1)
3 Management Analysts II
1 Geog. Inf. Spatial Analyst II
1 Human Svcs. Coord. III
1 Social Worker Supervisor
3 Social Workers II
2 Administrative Assistants (1)
1 Administrative Aide
24 Positions (2)
24.0 Staff Years (2.0)

PT Denotes Part-time Positions

() Denotes New Positions

DEPARTMENT OF SYSTEMS MANAGEMENT FOR HUMAN SERVICES

Agency Mission

To provide timely or walk-in assistance to County residents in order to connect residents to public or private services that meet their human services needs; to provide support, coordination and facilitation in the Human Service Regions to promote collaboration around integrated service delivery and build regional service delivery capacity; to provide specific human service agencies and the system as a whole with assistance and support which promotes effective service delivery operations and/or system-wide service integration; and to provide staff support and assistance to citizen and community groups in order to assist them in accomplishing their missions and promote integrated service delivery.

| Agency Summary | | | | | |
|----------------------------------|--------------------|------------------------|------------------------|---------------------------|------------------------|
| Category | FY 2000 | FY 2001 | FY 2001 | FY 2002 | FY 2002 |
| | Actual | Adopted Budget Plan | Revised Budget Plan | Advertised Budget Plan | Adopted Budget Plan |
| Authorized Positions/Staff Years | | | | | |
| Regular | 77/ 76.5 | 79/ 78.5 | 79/ 78.5 | 81/ 80.5 | 81/ 80.5 |
| Expenditures: | | | | | |
| Personnel Services | \$3,517,180 | \$4,140,015 | \$3,992,552 | \$4,448,779 | \$4,492,256 |
| Operating Expenses | 340,269 | 614,832 | 858,503 | 695,932 | 690,689 |
| Capital Equipment | 61,268 | 0 | 19,893 | 0 | 0 |
| Total Expenditures | \$3,918,717 | \$4,754,847 | \$4,870,948 | \$5,144,711 | \$5,182,945 |

| Summary by Program Component | | | | | |
|--|--------------------|------------------------|------------------------|---------------------------|------------------------|
| Category | FY 2000 | FY 2001 | FY 2001 | FY 2002 | FY 2002 |
| | Actual | Adopted Budget Plan | Revised Budget Plan | Advertised Budget Plan | Adopted Budget Plan |
| Office of the Director | \$318,848 | \$248,193 | \$384,283 | \$300,231 | \$296,509 |
| Region 1 - Southeastern County | 654,508 | 750,779 | 698,871 | 723,646 | 730,576 |
| Region 2 - Central County | 499,904 | 648,244 | 739,724 | 661,582 | 667,874 |
| Region 3 - Northern County | 615,674 | 706,044 | 706,044 | 742,269 | 749,386 |
| Region 4 - Western County | 548,220 | 643,882 | 643,882 | 720,062 | 726,957 |
| System-Wide and Service Integration Support | 1,281,563 | 1,757,705 | 1,698,144 | 1,996,921 | 2,011,643 |
| Total Expenditures | \$3,918,717 | \$4,754,847 | \$4,870,948 | \$5,144,711 | \$5,182,945 |

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2002 Advertised Budget Plan, as approved by the Board of Supervisors on April 30, 2001:

- The 1.0 percent cost-of-living adjustment approved by the Board of Supervisors, and previously held in reserve, has been spread to County agencies and funds. This action results in an increase of \$43,477 to the Department of Systems Management for Human Services.
- A decrease of \$5,243 as part of the \$15.8 million Reductions to County Agencies and Funds approved by the Board of Supervisors. This results in a decrease of \$5,243 in professional development training.

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The following funding adjustments reflect all approved changes to the FY 2001 Revised Budget Plan from January 1, 2001 through April 23, 2001. Included are all adjustments made as part of the FY 2001 Third Quarter Review:

- Net savings of \$108,127 primarily in Personnel Services and Operating Expenses are associated with the Close Management Initiatives program. These savings are now available for reinvestment in other County initiatives.
-

County Executive Proposed FY 2002 Advertised Budget Plan

Purpose

The Department of Systems Management for Human Services (DSMHS) was established in FY 1996 to (1) facilitate service delivery coordination throughout Human Services agencies; (2) to support the development and management of the regional integrated human service delivery adopted by the Board of Supervisors; and (3) to facilitate individual citizen access to services through Coordinated Services Planning activities and other strategies. The organization was established as a key component of an overall Human Services Redesign initiative. Staffing and operations for the Department were phased in over a number of years and completed by mid-FY 1999. All of the initial activities and functions of the Department were established by redeploying existing staff positions within Human Services with no net increase to County staffing. FY 2002 will be the third year of full operations for DSMHS.

Coordinated Services Planning

The Coordinated Services Planning (CSP) function works at the client level to help individuals and families handle emergency situations by simplifying client access to appropriate human services. CSP is a link to all public and private human services available to Fairfax residents. Coordinators assess individual and family situations, over the telephone or in person, and develop an integrated service plan to connect residents with human services to meet their immediate needs. Coordinators also explore prevention and early intervention strategies with community-based organizations and other Fairfax County service providers to help clients achieve economic independence and social stability. Coordinators conduct over 125,000 client service interactions each year while successfully meeting the needs of citizens (appropriately linking those seeking assistance with the County, community or personal resources that address their needs) between 85 percent and 90 percent of the time. CSP is accessible from anywhere in the County through the Human Services access number (703-222-0880). CSP is also available in Spanish (703-631-3366) and is accessible for persons with hearing impairments (TTY 703-803-7914).

Regional Integrated Service Delivery

Since its inception, the Department has implemented regional operations in all five Human Service Regions as designated by the Board of Supervisors. Operations in Region 1 (Southeastern County) and Region 2 (Central County) began in FY 1997. Operations in Region 3 (Northern County) commenced in January of 1998. Region 4 (Western County) and Region 5 (Southwestern County) presently operate as a single region from offices at the Government Center Complex. Regional staff coordinate with public, private and community based service providers to improve the quality, capacity and integration of human services. Each region of the County is unique and the specific approaches to region community building and service integration reflect this diversity. Regional staff bring citizens and providers together, to learn about issues and programs, and to collaborate on problem solving through roundtables, forums and workshops. Community partnerships between human service organizations, the schools, police, and resident associations in each region are developing exciting new approaches to building strong neighborhoods and healthy families.

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System-Wide Service Delivery Coordination and Improvement

DSMHS is responsible for the development of processes that support integration of service delivery and for the development and management of system-wide functions necessary to coordinate planning, management, and operations across the five regions and among the various human services and non-human services agencies. These functions include Strategic Planning and Needs Assessment, Policy Management, Resource Development, Information Management, Process Analysis and Redesign, and Demographics and Survey Research. The Department uses a project management approach to perform these functions; working based on specific agency or community requests or an identified system-wide need.

Human Services Resource and Service Information

Resource Information Management staff develop and maintain the information contained in the Resource Services System (RSS), a comprehensive computerized database of public, non-profit, and some for-profit human services available to Fairfax County residents. The internet-based Human Service Resource Guide (www.co.fairfax.va.us/RIM) makes the service and resource information contained in the RSS database available to County residents and service providers 24 hours per day/seven days per week.

Key Accomplishments

- ◆ Managed a cross-cultural Domestic Violence prevention project. DSMHS co-funded the project (with Department of Family Services (DFS), Department of Community and Recreation Services, and Juvenile and Domestic Relations District Court), staffed the planning process, created the Community Resource Council (which includes the Hispanic Committee, Korean Community Service Center, National Foundation for Vietnamese American Voters, Korean Family Counseling and Research Center, Hispanics Against Child Abuse and Neglect, St. Anthony's Catholic Church, DFS, Fairfax-Falls Church Community Services Board, Schools, Boat People SOS, Fairfax County Police, and community representatives from the Somali, Muslim, and Hispanic communities) and initiated a variety of community outreach and education initiatives.
- ◆ Opened Neighborhood Resource Centers in Regions 1 and 3 in partnership with local communities.
- ◆ Facilitated and/or participated in a variety of community building/service integration activities including participating in each of the County's revitalization projects, facilitating the development of a human services providers' network in each region and providing leadership and staff support to each of the Faith in Action Regional Groups. In addition, regional staff has developed partnerships with the County's Community Policing function in a number of regions to assess and address community needs.
- ◆ Conducted a unique Immigrant and Refugee Study involving 900 telephone interviews of residents with children in County schools. The assessment was completed in the Vietnamese, Farsi, Spanish, Urdu, Kurdish, Somali, and Korean languages. The focus of the survey was to obtain information from immigrant and refugee families about their employment, training and other needs, their ability to access services and their experiences in settling in the Fairfax community.
- ◆ Staffed the 2000 Census Complete Count initiative in Fairfax County. The Census response rate for Fairfax increased as compared with the 1990 Census despite significant growth, increased population diversity and increased urbanization, all of which present challenges to obtaining a complete census count.
- ◆ Planned, managed and facilitated a variety of process improvement and service integration initiatives. These include a Foster Care Permanency Planning process, a Model Court pilot program, a Long-Term Care Service Redesign, an Athletic Facilities Scheduling Redesign and Requirements project, a customer service process improvement project for DFS, a children's health care outreach initiative, a health care provider outreach improvement initiative, and a process improvement project conducted for the Office of Capital Facilities.

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- ◆ Facilitated a School/County Collaboration initiative under the sponsorship of the County Executive's Office and the Fairfax County Public Schools (FCPS) Assistant Superintendent of Student Services and Special Education. This has resulted in the development of a variety of strategies and approaches that have FCPS and County staff collaborating more closely on meeting student and family needs in Fairfax County. A key activity under this initiative was the County's first Youth Risk Behavior Survey that was jointly administered by the County and the FCPS System.
- ◆ Provided planning, analysis, facilitation, needs assessment information, and other staff support to a variety of citizen committees and task forces including the Human Services Council, the Long-Term Care Task Force, the Census Complete Count Committee, the Consolidated Community Funding Advisory Committee, Reston 2000 Health Committee, the Homeless Oversight Committee, and the Continuum of Care Committee.
- ◆ Developed and produced a variety of cross-system and County-wide information sources including the 2000 Community Assessment, the Human Services Performance Budget, the Rental Housing Census, the County's overall demographic and population forecasts, and Trends in Service Utilization and Demand for selected Human Services programs.
- ◆ Developed and implemented an agency web site that includes information about agency activities and Regional Community web pages to improve outreach and communication between residents, community-based organizations and County service providers. Established the Human Services Resources Guide on the web that provides access to comprehensive human services resources and service information on a 24-hour/7 day per week basis.

FY 2002 Initiatives

In FY 2002, DSMHS will continue to be engaged in a diverse range of projects and initiatives designed to better coordinate human service delivery, improve access to services, build community capacity and improve service planning and delivery in partnership with public and private agencies and the community. FY 2002 initiatives include the following:

- ◆ Respond to new and ongoing opportunities to increase community capacity and integrate human service delivery within the Human Services Regions.
- ◆ Implement and support activities for the County's Community Interfaith Liaison initiative.
- ◆ Pilot at least one "Neighborhood College" program.
- ◆ Explore further community and agency partnerships for the development of neighborhood resource centers (including the co-location of computer learning centers).
- ◆ Emphasize the analysis and dissemination of newly available 2000 Census data, information from the 2000 Community Assessment, the Immigrant and Refugee Study, and the Youth Risk Behavior Survey to support planning and community capacity building.
- ◆ Develop new strategies (including Internet and Geographic Information System (GIS) based strategies) for rapid dissemination and flexible access to human service needs data, utilization information, census information and local demographic and population forecasts.
- ◆ Provide facilitation and project management activities in the areas of School/County Collaboration, access to health care services and integration of services within the child welfare arena.
- ◆ Evaluate a more comprehensive approach to access and enrollment for County (and perhaps community) health care services.

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- ◆ Reengineer the RSS computer application to streamline the maintenance and updating of resource information and improve citizen access to County and community services that meet human service needs.
- ◆ Conduct a requirements analysis to replace the Urban Development Information System (UDIS), the aging computer application used to develop and analyze summary information about land use, building structures and development activities that provide the basis for Fairfax County's official demographic estimates and forecasts. UDIS develops data and forecasts that are used throughout Fairfax County for a variety of planning purposes and are often accessed by both citizens and local businesses.
- ◆ Identify and implement process improvements in the CSP function to enable a better citizen service response. Assess the relationship of CSP to the broader citizen access initiatives of the County.
- ◆ Conduct at least one targeted human service survey or assessment.
- ◆ Respond in a flexible and timely manner to ongoing customer agency demand for process analysis and improvement services.
- ◆ Provide staff support to key Human Services citizen boards and bodies.
- ◆ Refine and improve the Department's pay-for-performance employee evaluation process.

Performance Measurement Results

The Department of Systems Management for Human Services performance measures are divided into two service areas: Coordinated Services Planning (CSP) and Systems and Service Integration. The family of measures for CSP reflects efforts to provide timely assistance to County residents and connect them with public or private resources to meet their human service needs. The numbers of CSP cases and service interactions on behalf of clients speak to the volume, variety, and complexity of requests received each year for assistance. The Service Quality and Outcome measures reflect the Department's success at meeting those needs in a timely and effective way. While long-term satisfaction is difficult to gauge due to the nature of the work, client satisfaction measured through point-of-contact surveys is high. One of the more difficult aspects of CSP work is to provide high-quality social work services in a phone-based "call center" environment. While CSP strives to answer 70 percent of all calls within 90 seconds (to minimize "on-hold" time), that target was not met as an annual average (58 percent for FY 2000), due mostly to high call volumes in the first half of the fiscal year. Performance improved significantly in the third and fourth quarters, however, with an average of 68 percent of calls answered within the targeted timeframe, just short of the goal of 70 percent. The Department continues to streamline service operations and look for ways to increase the availability of Coordinators to the public.

CSP is close to meeting the Outcome goal of successfully linking 90 percent of CSP clients with basic needs to the County, community, or personal resources. FY 2000 results of 88 percent reflect both the success and creativity of the Coordinators in linking clients with appropriate resources, as well as the difficulty in meeting needs where few resources exist in the community, such as for emergency housing.

The family of measures for the systems and service integration area reflects the diverse activities, support, and assistance provided to the Department's customers, which include citizen and community groups, County human services agencies, and regional organizations. Most of the Department's work is project-based, with project durations ranging from several hours to several months depending on the customer's needs. Because of the variety of work performed, the Department manages and reports performance using a consulting service model of hours of direct service provided. The Department has recently begun tracking hours of service by project and customer, and will continue to refine this management approach in FY 2002.

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For Service Quality and Outcome measurement, the systems and service integration area relies heavily on customer feedback, which provides data on overall satisfaction, satisfaction with specific types of services provided, and the degree to which the customers' projects achieved their stated goals or desired outcomes. FY 2000 results are based on 282 surveys collected for 24 projects. The overall satisfaction rate was 93 percent (an average score of 6.5 on a 7-point scale). Outcome scores, which measure the attainment of project goals, averaged 90 percent (or 6.3 on a 7-point scale).

For the large County-wide surveys conducted by demographic analysis staff, the Department closely manages sample size and sampling techniques to ensure that results are representative of the County as a whole. The Department also uses a variety of techniques to maximize the response rate, such as multi-language help-lines and follow-up to non-responders. The Department expects to achieve at least a 65 percent response rate from the 11,200 households that received the community assessment survey conducted in FY 2001. The Department will also continue to respond promptly to requests for demographic information via the help-line, and to update and expand the demographic information available on the County's web site.

Funding Adjustments

The following funding adjustments from the FY2001 Revised Budget Plan are necessary to support the FY 2002 program:

- ◆ An increase of \$157,997 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- ◆ An increase of \$167,767 including \$150,767 in Personnel Services and \$17,000 in Operating Expenses is necessary to provide for 1/1.0 SYE Management Analyst III, 1/1.0 SYE Administrative Assistant and one limited term Management Analyst II to support the Continuum of Care Community Planning process and provide a focal point for homeless services in the County.
- ◆ An increase of \$10,485 associated with the County's Professional Development initiative, which provides a percentage of Personnel Services expenditures for training and development requirements.
- ◆ An increase of \$25,000 in Professional Consultant Services to continue the redesign of the UDIS information technology system.
- ◆ A net decrease of \$154,697 in Operating Expenses is primarily due to the one-time carryover of funding from FY 2000.

The following funding adjustments reflect all approved changes to the FY2001 Revised Budget Plan since passage of the FY 2001 Adopted Budget Plan. Included are all adjustments made as part of the FY 2000 Carryover Review and all other approved changes through December 31, 2000:

- ◆ A net increase of \$224,228 includes \$77,226 in encumbered carryover, \$105,000 in unencumbered carryover and \$42,002 in the unexpended savings from the FY 2000 Close Management Initiative (CMI) Program. Of the net increase, \$204,313 represents Operating Expenses while \$19,915 is for Capital Equipment items required in FY 2001.

Objectives

- ◆ To maintain at 90 percent the Coordinated Services Planning unit success rate in linking clients to County, community, or personal resources that enable them to meet their identified basic needs.

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- ◆ To maintain a goal achievement rate of at least 85 percent for customer organizations (public and private human services providers or citizen and community groups who participate with or receive support from the Department of Systems Management for Human Services system-wide support functions or Regional Offices).
- ◆ To maintain an average response rate of at least 98 percent on the annual Rental Housing Survey and a response rate of 65 percent on the biennial Household Survey and other household mail surveys.
- ◆ To respond to 90 percent of the demographic information requests within one workday.

Performance Indicators

| Indicator ¹ | Prior Year Actuals | | | Current Estimate | Future Estimate |
|--|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 1998 Actual | FY 1999 Actual | FY 2000 Estimate/Actual | FY 2001 | FY 2002 |
| Output: | | | | | |
| CSP Client Service Interactions ² | 123,693 | 125,823 | 125,950 / 126,021 | 126,000 | 126,000 |
| CSP new cases established | 5,566 | 4,714 | 4,600 / 4,351 | 4,400 | 4,400 |
| Hours of systems & service integration support provided to customer service organizations (regional, system-wide, or community-based) ³ | NA / NA | 22,352 | 31,694 / 34,731 | 34,940 | 34,940 |
| Responses received to Demo Surveys | | | | | |
| Survey 1 (annual) Rental Housing ⁴ | 208 | NA | 205 / 225 | 219 | 219 |
| Survey 2 (biennial) Household ⁴ | 7,218 | NA | 7,200 / NA | 7,280 | NA |
| Total Demo information requests ^{5,6} | 1,126 | 650 | 650 / 481 | 500 | 500 |
| Efficiency: | | | | | |
| CSP Client Service Interactions per worker ⁷ | 3,343 | 3,813 | 3,404 / 3,406 | 3,405 | 3,405 |
| Hours of systems and service integration support provided to customer organizations per SYE | NA | 1,503 | 1,316 / 1,410 | 1,316 | 1,410 |
| Percent of total hours available spent providing systems and service integration assistance | NA | 80% | 70% / 71% | 70% | 71% |
| Service Quality: | | | | | |
| Percent of calls to CSP answered by a Coordinator within 90 seconds | 67% | 66% | 70% / 58% | 70% | 70% |
| Percent of CSP clients responding as "Very Satisfied"/ "Satisfied or Very Satisfied" | NA | 75% | 75% / 86% | 75% | 75% |
| Average Satisfaction Score for systems and service integration customers | 75% | 96% | 90% / 98% | 90% | 90% |
| | 85% | 85% | 75% / 93% | 85% | 91% |

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| Indicator ¹ | Prior Year Actuals | | | Current Estimate | Future Estimate |
|---|--------------------|----------------|-------------------------|------------------|-----------------|
| | FY 1998 Actual | FY 1999 Actual | FY 2000 Estimate/Actual | FY 2001 | FY 2002 |
| Accuracy of Demo survey estimates as measured by confidence levels | | | | | |
| Survey 1 (annual) Rental Housing | <±1.0% | NA | <±1.0% / <±1.0% | <±1.0% | <±1.0% |
| Survey 2 (biennial) Household | NA | NA | <±2.0% / NA | <±2.0% | <±2.0% |
| Outcome: | | | | | |
| Percent of CSP clients having basic needs successfully linked to County, community, or personal resources | 89% | 87% | 90% / 88% | 90% | 90% |
| Average outcome/goal achievement score for systems and service integration customers | 85% | 94% | 85% / 90% | 85% | 85% |
| Actual Demo survey response rates | | | | | |
| Survey 1 (annual) Rental Housing | 99.4% | NA | 98.0% / 99.7% | 98.0% | 98.0% |
| Survey 2 (biennial) Household | 68.09% | NA | 65.00% / NA | 65.00% | 65.00% |
| Percent of Demo information requests answered within 1 work day | 99.9% | 99.0% | 90.0% / 95.0% | 90.0% | 90.0% |

¹ Indicators marked "Demo" relate to activities of the Demographics group.

² CSP Client Service Interactions includes CSP inbound and outbound telephone and walk-in interactions with clients; Community Health Care Network clients assessed for eligibility or recertification; holiday assistance requests screened and/or linked to community groups; and affordable housing applicants assisted for Fairfax County, the Cities of Fairfax and Falls Church, and the Town of Herndon.

³ Demographics staff was included beginning in FY 2000.

⁴ The mailout household survey is a biennial effort. The calendar year 1998 survey was conducted in FY 1998 and the calendar year 2000 survey in FY 2001.

⁵ Full year information for FY 1998 is extrapolated from nine months of data.

⁶ The number of information requests has decreased since demographic information has been available on the County's Internet site.

⁷ Includes front-line Coordinators only.