

WASHINGTON COUNTY HUMAN SERVICES STUDY
March 20, 2008

Chapter 1: FEASIBILITY

I. Background Statement

For more than twenty-five years, the Comprehensive Community Services (s.51.42) Agency (CCSA) and the Department of Social Services (DSS) have worked cooperatively using a “side by side” model of human services. Each time that the topic of the human services (s.46.23) option has been discussed over these years, the consensus has been that the scope of responsibilities for each Board and Director was large enough to warrant separate, cooperating departments. Washington County has distinguished itself for a good variety and quality of human services through changing times. The creation of a human services board and department is of interest if it will be the best way to continue these needed client and community services. The decision for the County to participate in Family Care effective April 1, 2008, has made human services a more attractive, perhaps necessary, option. The County Aging and Disability Resource Center (ADRC), built up from the former Office on Aging, has assumed access functions previously performed by DSS with corresponding increases and decreases in staffing. Private service delivery systems organized by CCSA for persons with a developmental disability and by DSS for frail elderly will be assumed by two private Managed Care Organizations (MCOs) with a corresponding decrease in state funding and some county staff reductions. A state required annualized first year county contribution of \$2.7 million toward Family Care will place additional strains on how to sustain the current level of other county human services without new efficiencies.

County Board changes surfacing early in January made these issues a more immediate issue to be addressed. Of the five current Supervisors on the DSS Board, four will not be running for re-election to the County Board for the two-year term beginning April 15, 2008. Of the five Supervisors now serving on the CCSA Board, two are not running for County Board re-election. Significant effort would be required to orient and develop both current Boards beginning in May, in a context where Family Care implementation will increase interest in the human services option soon thereafter. The Executive Committee reviewed these facts on January 28 and authorized a human services study to begin immediately. The County Long Term Care Steering Committee was assigned the task, with staff leadership from the Administrative Coordinator and the active involvement of the CCSA Program Director, DSS Director, and County Finance Director. These four Supervisors -- representing the CCSA Board, DSS Board, Samaritan (Health Center) Committee, and Health & Aging Committee – had been active in the multi-department review of Family Care during 2006-07 and the decision for Washington County to participate. The assignment encouraged recommendations to guide organization of the next County Board committees and departments, with a target date of May 1.

II. Statement of Objectives

Washington County is interested in development of a plan for the merger of CCSA and DSS into a Human Services Department (HSD), and of the two Boards into a Human Services Board according to the provisions of Wis. Stats. S. 46.23. Other county departments will remain separate from the new department, including the ADRC, Health Department, Veterans Service Office, and Samaritan Health Center. The primary purpose of the merger is to create a more comprehensive planning approach to address community human service needs under the governance of a single Human Services Board, implemented by a Human Services Director accountable to that Board and to the County Administrative Coordinator. Additional efficiencies in the operation of the multiple programs of the two current departments are expected, allowing the prioritizing of available funding and staff resources to best meet the array of community needs. For clients the new structure is intended to improve access through a well designed single point of entry with efficient pathways to needed services.

III. Statement of Assurances and Maintenance of Effort

Washington County plans to continue at least the 2008 county level of funding for CCSA and DSS through a merged HSD. The County also seeks to continue the level of client services and the number of human services staff during the transition from two to one department. Future staffing levels resulting from the implementation of Family Care are expected to show some reduction, whether structured in two departments or one. The creation of a HSD does not solve the difficulty of annual budgets that rely heavily on uncertain state funding support. Although the goal is greater efficiency, the County has no plans or directions to reduce the current level of service to our citizens. To the extent possible, any staff that may lose current positions will be given opportunities to move to any new positions for which they may be qualified.

IV. Potential Advantages

The development of a Human Services Board and Department are particularly of interest to Washington County because of the potential to make improvements in these areas:

- Comprehensive planning of human services across the full spectrum of target populations
- Continuity in governance with larger board, citizen members, and rotating three-year terms
- Development of a single after hours emergency system for human services
- Integrated fiscal, data, billing and support services
- Streamlined access to county services with fewer barriers
- Realignment of staff resources to best meet community and program needs
- Responding to the program, staffing and funding impacts of Family Care with a single Board and Department responsible and accountable

V. Potential Problems

A change to a human services structure poses a number of challenges that will require attention, including these.

✎ **The May 1 Board related target date does not leave much time to work out the many details of the department level changes.** The County proposes to accommodate this time pressure by thinking about the transition to human services with Phase 1 and Phase 2 plans. The basic changes to create a single department with minimal changes to the current structure of work groups, Phase 1, can be accomplished by May 1. Phase 2 changes can be accomplished during the period July 2008 – December 2009 under the authority and leadership of the Human Services Board and Director that will be responsible to implement those changes.

✎ **The two departments have different employee relations structures.** CCSA staff are county non–represented employees whose terms and conditions of employment are set by County policies and procedures. DSS staff are county employees represented by two labor associations. This circumstance can also be addressed using the two phase approach. In the Phase 1 structure, employees will remain in divisions which originate from the current departments. This will give time for the County, employees, and the DSS unions to more carefully consider the organizational structures which are best for the programs of the human services department and the form of labor relations preferred by employees.

✎ **Financial and information systems of the two departments are distinct.** This will be addressed in the implementation plan. Work groups lead by the County Finance Director will make recommendations for how to transition to comprehensive financial and information systems that best meet the needs of the human services department.

VI. Fiscal Implications

In addition to the system issues addressed by the Finance Director, there are questions about the actual and reported amounts of funding available after a merger of CCSA and DSS. Because of the high level of county levy supporting both departments and the active cooperation between them to maximize the earning of all available state funds, no increase in state funding is anticipated for the human services department. The total level of expenses for human services will be reduced by the merger through the elimination of various double counted cross charges between and within the two current departments. One improvement expected in state-county fiscal relations is a reduction in misapplication of grant funds, where state funds due to one county department are sometimes incorrectly sent to the other.

VII. Study Participation

The members of the Human Services Study Committee are as follows:

Daniel Stoffel, Chairperson (Samaritan Health Center Committee, Co. Bd. 1st Vice Chair)

Leslie Borman (CCSA Board and Social Services Board)

Charlene Brady (Health & Aging Committee)

James Schwartz (Social Services Board)

Management: Doug Johnson, County Administrative Coordinator

Jim Strachota, CCSA Program Director

Mike Bloedorn, DSS Director

Susan Haag, County Finance Director

Wisconsin DHFS Representative: Laura Kleber, Area Administrator, Southeast Region

The four Supervisors named to the Study Committee are the members of a previously created Long Term Care Steering Committee which has been meeting for more than a year. Their earlier assignment was to learn about Family Care and guide the development of a coordinated county response to this new state program. Each Supervisor represents one of the four health and human services related liaison committees of county government. The topics and process that they were familiar with as the Steering Committee prepared them well to step in quickly to the study of human services restructuring among multiple departments.

Public meetings of the Study Committee were held in open session on January 29 and February 15 to discuss the proposed human services changes prior to review of a draft report on February 25.

Separate all-staff meetings were held for both CCSA and DSS employees on February 4.

The County Board of Supervisors received a presentation on the Human Services Study at its monthly meeting on February 12.

An informational meeting between County representatives and representatives of the Labor Association of Wisconsin, Inc. were held on February 18.

Staff input from both departments will be gathered between February 27 and March 24, including at least one more pair of all-staff meetings.

A public hearing on the Human Services Study for consumers, providers, and interested community members has been scheduled for the evening of March 19.

VIII. Reorganization Concept Proposal

Human Services Department organizational charts were summarized and compared from eight comparable counties. Human Services Plans from Adams County and from reorganization efforts in Jefferson County were identified for more detailed attention. Waukesha County was also identified as a neighboring human services department to talk further with about organizational issues. The intention is to develop a Phase 1 organizational plan that will allow the work units of both CCSA and DSS to stay intact within the merged human services department. Phase 2 organizational plans with more significant changes will be developed during 2008-09.

IX. Summary

The Study Committee supports the development of an implementation plan for a human services department which combines CCSA and DSS effective May 1, 2008. This appears to be the right time for Washington County to work out the details of this merger into a structure that has become the norm in most Wisconsin counties.

Chapter 2: IMPLEMENTATION PLAN

I. Background Statement

Regardless of the structure the County chooses to provide human services, the impact it has on individuals in need of support is the most important aspect of the system. Even though the County has been attentive to the complexities of our current service system, individuals remain confused and uncertain as to which department will help with their need. We believe the change to a single department will simplify for the community where to go for any human service need. Also with the implementation of Family Care, greater coordination with the ADRC will take place upon any initial intake and expedite service requests.

The other major issue is how we currently coordinate services. Once again, both agencies have done their best to try and eliminate “turf” issues. As separate departments, it has been easier to place responsibility on another area. This especially holds true when financial responsibility becomes the critical issue in decision making. With a change to human services, the concept of “us versus them” becomes a moot point; one agency has to address the issue at hand.

There are several instances of how DSS and CCSA cooperatively work together to meet individual needs. For example, DSS works extensively with juvenile court related cases. In some cases the assistance of CCSA is requested for psychological evaluations and individual or parent/child therapy. Together the two systems work to help the youth avoid further delinquent behavior and the parents build or enhance their parenting skills. Youth are held accountable and competencies are developed with their parents to promote community safety. In some cases it becomes necessary for the Court to place the child in out-of-home care. In most of these cases psychological evaluations support this plan and identify treatment needs for these children and their parents.

The Community Options Program funding has been another opportunity for the two departments to plan together to determine the distribution of services to the frail elderly, physically disabled, developmentally disabled, and persons with mental health issues, or chronic substance abuse. Balancing the need with the funding has encouraged regular and positive discussions and coordination between the two departments.

CCSA and DSS have participated actively in the planning for the rollout of Family Care. With separate missions and long term care populations, the two departments have worked together to develop a consensus on the best plan to move forward with Family Care. With the direction of the Administrative Coordinator and a new committee involving County Board Supervisors from four different county committees, an integrated response to Family Care was developed.

The systems are in place to have an integrated approach for not only services, but human services funding as well. Although we do not anticipate the transition will be seamless, the impact should be felt in the internal operations. The individual in need will hopefully only find their service coordination improved.

II. Study and Implementation Steps

The preparation and review of the implementation plan is directed to proceed according to the Human Services Study Timeline included on page 6.

WASHINGTON COUNTY HUMAN SERVICES STUDY TIMELINE (2008)

| WHAT | WHEN |
|---|------------------------------|
| Study authorized by Executive Committee | Jan. 28 |
| Long Term Steering Committee Begins Human Services Study | Jan. 29 |
| Department meetings with CCSA and DSS staff | Feb. 4 |
| Long Term Steering Committee Adopts Study Outline | Feb. 15 |
| Long Term Steering Committee Reviews First Draft Study Report | Feb. 25 |
| Progress Report and Draft Study Presentation to Executive Committee | Feb. 26 |
| Progress Report and Draft Study Forwarded to DHFS for Comments | Feb. 26 |
| Further input gathered from departments' staff and providers | Feb. 27 – March 24 |
| Public Hearing on Proposed Human Services Department | March 19 – 7pm |
| Long Term Steering Committee Meets to Review Final Report and Make Recommendations | March 20 |
| Executive Committee Action on County Board Resolution and Ordinance Revisions | March 25 |
| Administrative Services Committee Action on Positions and Classifications for new HSD Management Job Titles | March 27 |
| Final Report and Resolution Officially Forwarded to DHFS for Review and Action (about April 15) | March 28 |
| County Board Action on Human Services Resolution and Phase 1 Ordinance Revisions | April 15 |
| County Board Chairperson Recommends Human Services Board members | May 1 |
| County Board Action on Human Services Board Appointments | May 13 |
| Human Services Board Organizational Meeting and Appointment of Human Services Director | TBD (May 15 – 20) |
| Development and Implementation of Phase 2 Organizational Changes by Human Services Board and Director | July 2008 – December 2009 |

Updated February 25, 2008

III. Mission and Goals

The proposed Phase 1 mission statement for the new department is as follows:

The Washington County Human Services Department will, with dignity and respect, offer effective and responsive community programs to individuals and families in Washington County who are challenged by disability, economic hardship, safety or self sufficiency.

IV. Statement of Assurances and Maintenance of Effort

Washington County plans to continue at least the 2008 county level of funding for CCSA and DSS through a merged HSD. The County also seeks to continue the level of client services and the number of human services staff during the transition from two to one department. Future staffing levels resulting from the implementation of Family Care are expected to show some reduction, whether structured in two departments or one. The creation of a HSD does not solve the difficulty of annual budgets that rely heavily on uncertain state funding support. Although the goal is greater efficiency, the County has no plans or directions to reduce the current level of service to our citizens. To the extent possible, any staff that may lose current positions will be given opportunities to move to any new positions for which they may be qualified.

V. Governance

The Human Services Study Committee recommends the establishment of a Human Services Board of nine members, comprised of six County Board Supervisors and three interested citizens. Having six Supervisors will allow for additional continuity in County Board involvement in human services when members either end their service on the County Board or are elected or appointed to new assignments during County Board organization at the beginning of each two year term. This number also fits best with the rotating three-year terms required by §46.23 (4)(c) Wis. Stats., each class containing two Supervisors and one citizen. As the Human Services Board is established with a starting date of May 1, 2008, one class will be appointed for a term ending April 30, 2009, a second for a term ending April 30, 2010, and the third for a term ending April 30, 2011.

If a Human Services Board is recommended by the Executive Committee on March 25, public notice will be made inviting letters of interest by citizens requesting appointment to the Board to be sent to the County Board Chairperson. Consideration should be given to appointment of one or more of the citizen members of the current CCSA Board and to a citizen member with demonstrated knowledge and interest in local services to children and families. As required by §46.23 (4)(a) Wis. Stats., at least one of the citizen members will be an individual who receives or has received human services or a family member of such an individual. Citizen members of the Human Services Board will receive a per diem as currently provided for CCSA Board members in the County Code.

Washington County encourages public participation in county human services through on-going citizen advisory committees. This method has worked very well here, in part because it allows interested citizens to become informed about the current services and systems in place, increasing the quality of input that they are able to offer. The use of advisory committees to the Human Services Board and Department will continue. Listed below are the current advisory committees in place related to CCSA and DSS that will continue during

Phase 1. The number and scope of advisory committees to be formed for Phase 2 and after will be developed as the structure of the HSD is revised.

Alcohol and Other Drug Abuse Task Force – Community, family and consumer members providing input to CCSA on alcohol and other drug abuse services and budgets.

Child, Youth and Family Advisory Committee – Advisory to DSS about programs and annual funding for children, youth and families. This committee is a merger of two former advisory committees, the Juvenile Justice Advisory Committee and the Family Council.

Children Advisory Committee – Advisory to CCSA in the areas of Family Support, Birth to Three and children waivers. Required by State to oversee these services.

Comprehensive Community Services Committee – Required for State CCS certification. Established as a CCSA committee that addresses specific statute requirements and provides input into the development of the local CCS program and mental health systems change.

Developmental Disabilities Task Force – Community, family and consumer members providing input to CCSA on developmental disabilities services and budgets.

Mental Health Task Force – Community, family and consumer members providing input to CCSA on mental health services and budgets.

Prevention Policy Board – A requirement for our Title V grant (Delinquency prevention), this group advises DSS on the annual plan for Title V funding, reviews funded programs and makes suggestions for new services. Title V funding for DSS expires at the end of this year.

VI. Organizational Structure

Washington County has an interest in creating a simple human services department, bringing together the community programs and social services departments. There are no plans to include the Health Department, Aging & Disability Resource Center, Veterans Service Office or Samaritan Health Center in the new department. This allows the new Human Services Board and Department to concentrate on the details of effectively combining two large, well-established county departments. In order to accommodate the time frame which fits major changes happening on the County Board, with May 1 appointments to committees, our implementation plan is structured to create the new department at the same time (Phase 1) and to continue with a more carefully developed reorganization plan during 2008-09 (Phase 2).

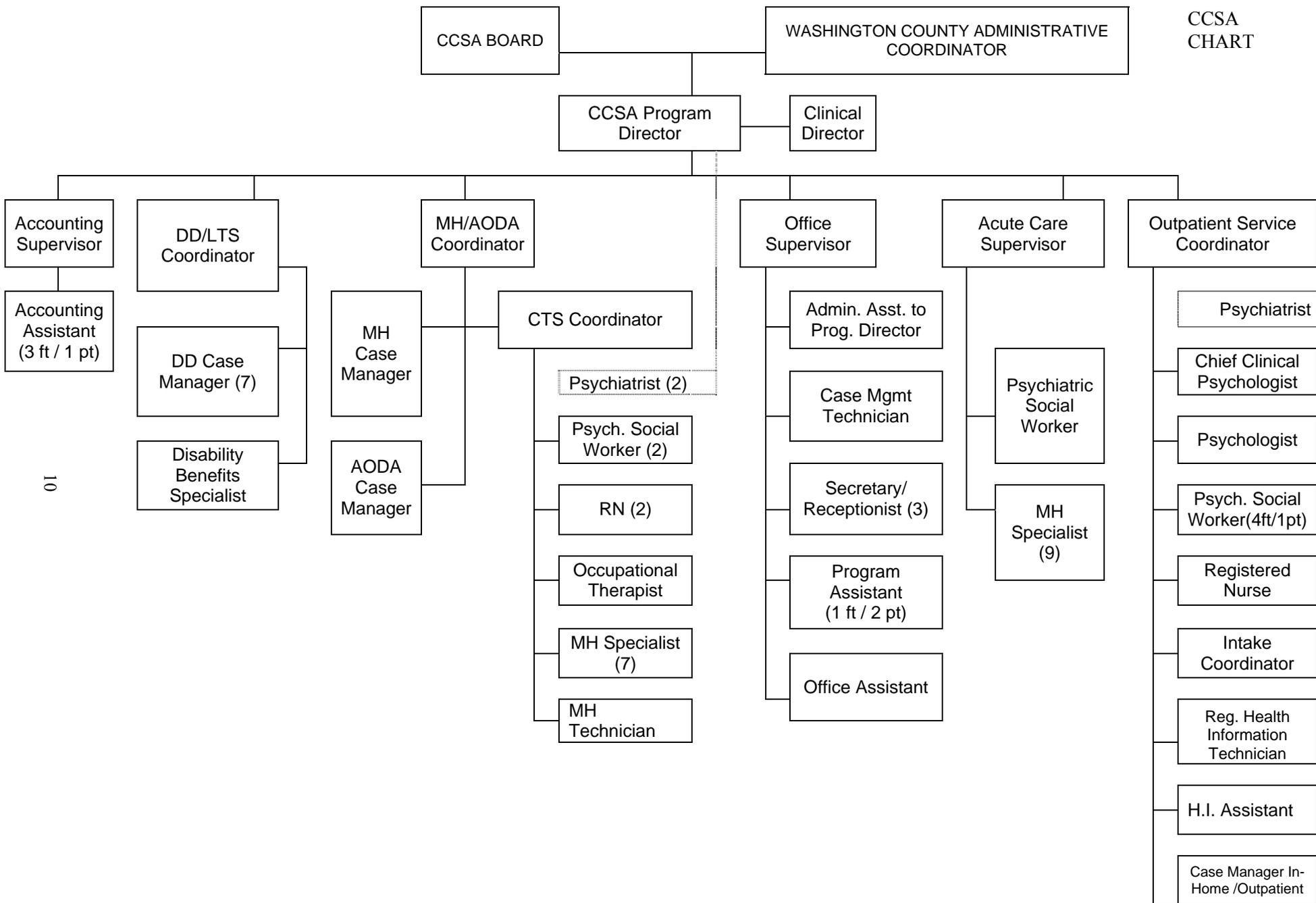
CCSA has a 2008 budget of nearly \$24 million and 66 authorized staff positions. About 70% of the expenses are for contracted services, coordinated into provider networks organized into three disability target groups: alcohol and other drug abuse, developmental disabilities and mental health. A copy of the current CCSA organizational chart is included on page 10.

DSS has a 2008 budget of more than \$11 million and 75 authorized staff positions. This department is structured with two areas of emphasis: economic support and social work services to children, families and adults. A copy of the current DSS organizational chart is included on page 11.

The intent for Phase 1 is to set an organizational structure for the new HSD which firmly establishes a single department with unified management and governance, while allowing day to day work of the programs to continue without significant disruption. Each of the current departments has identified three divisions to be

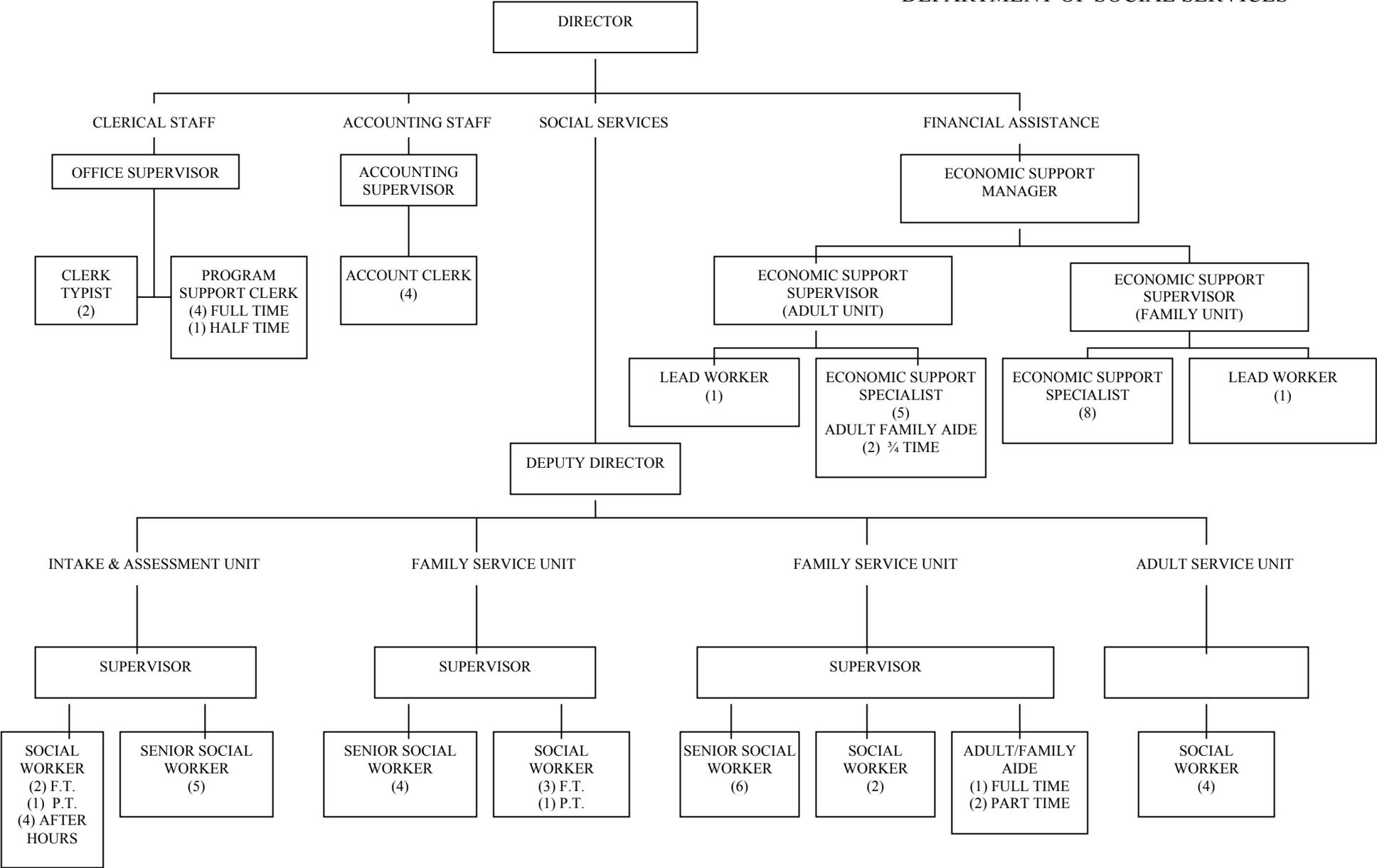
established May 1. During Phase 1 all of the CCSA and DSS staff will be working in divisions comprised of staff from the same department. It should also be noted that the Adult Services Unit of DSS is in the process of being phased out; the current positions from that Unit will not be refilled with county staff if they become vacant. All of this Unit's duties are being transitioned to either the Aging and Disability Resource Center or to the two MCOs for Family Care in Washington County. The remaining staff from that unit will be working under subcontract with the MCOs during 2008-09. During Phase 1 they will remain in the Children & Families division of the HSD, along with other former DSS staff. A copy of the proposed Phase 1 organizational chart is included on page 12.

The organizational structure will change in Phase 2 to fulfill the intended benefits of a HSD. The specific shape of that integrated plan will address the fiscal and support, information system, and programmatic opportunities and challenges described in later sections of this plan. The Human Services Board will recommend a Phase 2 organizational structure and share it with the Department of Health & Family Services for review and comment before final approval and implementation.



10

DEPARTMENT OF SOCIAL SERVICES



11

WASHINGTON COUNTY HUMAN SERVICE DEPARTMENT PROPOSED ORGANIZATION
PHASE 1

| | | | | | | |
|--------------------------------------|------------------------|---------------------|--|--|--|--------------------------|
| PROPOSED HSD | | | Director Deputy Director | | | |
| | Children & Families | Economic Support | 3 rd Floor Fiscal & Support | 2 nd Floor Fiscal & Support | Developmental Disabilities/ Long Term Support | Behavioral Health |
| UNITS FROM CURRENT DEPARTMENTS | | | | | | |
| CCSA (current) | | | | Accounting | DD & LTS | Acute Care |
| CCSA (current) | | | | Office | | MH & AODA |
| CCSA (current) | | | | | | Outpatient (Clinical) |
| DSS (current) | Family Service | Economic Support | Accounting | | | |
| DSS (current) | Intake & Assessment | | Clerical | | | |
| DSS (current) | Adult Service | | | | | |

VII. Personnel

At this time the two agencies have well-established department heads that have the confidence and respect of the County Board, County Administration, and community. The new organizational chart anticipates the appointment of one as the Human Services Director and the hiring of the other as the Deputy Director. Job descriptions and pay classifications appropriate to the new positions will be developed with County Human Resources for review and action by the Administrative Services Committee in coordination with the establishment of the new department. The County is fortunate to have these high quality individuals ready to assume these two key positions.

Another issue to be addressed is the potential role of the current Deputy Director of Social Services. At the same time that the human services merger has been under discussion, Family Care funding issues have required examination of various options impacting that position. While the position operated during most of 2007 on a part-time basis, this was ruled out by DSS as a viable plan long term. The proposed creation of a HSD Deputy Director position eliminates the need for another management position with broad scope authority and pay above the level of other program division heads. This plan recommends the reclassification of this position as Children & Families Coordinator, at the same pay classification as CCSA Disability Coordinators. This option has also been recommended by the Social Services Board as a cost saving measure to assist in meeting Family Care funding requirements for county contribution.

One of the opportunities of the human services merger is the creation of a strong, well-coordinated management and supervisory team across the entire department. Both CCSA and DSS have a distinct organizational culture which will take time to refine into the identity of the HSD. This will test the managers and place demands on each of them to perform at a high level. The need to make Phase 2 structure decisions about what is in the best interest of the community and the department will not make everyone happy. This will be an exciting time to create a new and better human services structure, but will take time to work out. At the staff level, there will be opportunities for training in new skills and cross-training between workers in previously separate areas. This training is an important investment which is another key to a successful integration of the departments and their programs.

During the development of Phase 2 plans, there will be a careful examination of the training and experience needs of the job positions throughout the new department, both represented by a labor union and non-represented. The Human Resources Department will take an active role in updating job descriptions, reviewing staffing classifications, commenting on organizational recommendations, and addressing emerging issues regarding the role and scope of a labor association in the new department. It is not yet clear whether the HSD employees will choose to continue to have some job classifications represented by a labor union and some not; to have all positions except for supervisory and management positions represented by a labor union, as they currently are at DSS; or to have all positions non-represented, as they currently are at CCSA. It will be up to the employees to determine this, subject to applicable labor laws and procedures.

VIII. Co-located Facilities

The good news first? The County recognized the importance of the close working relationship of CCSA and DSS in the 1990's and built the Public Agency Center (PAC) as a place where both departments are located. This improved upon a situation where DSS was located in the Old Courthouse (off the county campus) and CCSA was housed in the Annex II building (on the county campus).

Now the bad news? The departments are located on separate floors. The CCSA and DSS staff interact infrequently and must access one another through the public waiting rooms for each department. Reorganization and integration of sections of the two departments will require new floor plans that will involve moving some staff from each floor to the other floor corresponding to the new department organizational structure.

The implementation plan for use of facilities will follow the pattern of a Phase 1 and Phase 2 arrangement. During Phase 1, it is expected that employees will continue to work in their current locations. One suggested change is to add a card reader for entering the second and third floors from the north fire emergency stairs. This will provide an internal connection between staff on the two floors to facilitate increased interaction with the establishment of the merged department. Specific floor plans for Phase 2 will have to wait for integrated organizational plans; form should follow function. It should be noted that other departments in the PAC also have space needs and thoughts of relocation. Once the needs of the HSD are identified, the Administrative Coordinator will convene a roundtable discussion of PAC space needs and options, so that the best layout of this building can be planned for the next 15-20 years.

IX. Fiscal and Support Services

The County Finance Director met with the CCSA and DSS Directors and financial staff to assess current financial operations and the issues and tasks to be addressed in creating a merged HSD. The results of that work group are summarized in the Human Services Fiscal Information, Appendix D. Though both departments are a part of the same Washington County financial system, the chart of accounts and applications for each department have been uniquely adapted to its own fiscal priorities and needs. Because of these differences, the design and implementation of a comprehensive, integrated fiscal system for the new HSD will be a Phase 2 project. The work group has started the thinking and communication between current financial staff that will increase in Phase 1, while maintaining current operations until a new system is ready.

One major feature of both departments is the use of private service providers to deliver many of the services planned to meet identified individual and community needs. The number and size of contracts with these providers will be dramatically reduced by the shifting of the long term care network management from county departments to private managed care organizations. The combined impact of Family Care and a merged HSD will be a reduction and consolidation of contract management functions performed by county staff. The volume of accounts payable activities will also be reduced and made more uniform for both HSD and Finance Department staff. These changes will be reflected in staffing plans caused by Family Care and in Phase 2.

X. Information Systems

The County Finance Director also met with the CCSA and DSS Directors and information systems staff to assess current I.S. operations and the issues and tasks to be addressed in creating a merged HSD. The results of that work group are summarized in the Human Services Information Services, Appendix E.

XI. Program Opportunities and Challenges

The creation of a Human Services Department will not eliminate the challenges of administering and governing local service systems. In fact the process of developing an improved structure will sometimes give the impression of creating new problems, as issues and shortcomings previously overlooked are reexamined and changed. These are some of the places that need attention to realize the potential of system improvements that benefit consumers and the community.

Transition to Family Care During HSD Implementation – Family Care implementation will involve the transitioning of long term care clients to private MCOs during the period April 2008 through September 2008. The proposed HSD will be established in May. It will be challenging at many levels for CCSA and DSS to form a new department at the same time that the additional work and impacts of Family Care changes are felt. The rationale for this overlap is to accommodate the timeline of the new County Board term and to minimize duplication of effort. If Human Services is the best direction for 2009, it makes good sense to change now so that both the County Board and Family Care can be shaped to the new structure without first going through the same issues with separate departments. Nonetheless, 2008 will be a challenging year to continue to serve the public, implement Family Care, and create and develop Phase 2 plans for the new HSD.

Emergency Human Services 24/7 – No program area has more potential for improved operations in the HSD than the opportunity to consolidate and implement a comprehensive, integrated system of emergency human services. The topic was thoroughly examined by a county task force in 1997-98 with only modest changes implemented, due in part to the continued separation of CCSA and DSS. CCSA implemented a greatly expanded Acute Care Services in 2006 to refocus county mental health services as county staffing of a local inpatient psychiatric unit was transferred to St. Joseph's Hospital. With an HSD, this program can be expanded to integrate child protection and other after hours services of the two departments. In developing Phase 2 plans, these previous study reports should be reviewed in the new context. County Human Resources will also need to review compensation issues that relate to after hours services and contribute to plans which will provide needed services in the most economical manner.

Intake and Streamlined Access – The process of asking for help is one of the most difficult times for consumers of human services. A merged HSD offers the possibility of making the collection of registration information and descriptions of presenting problems more streamlined, with expedited referrals within a broader department instead of being bounced back and forth between separate departments. The goal of a single point of entry will need to be examined, balancing the somewhat conflicting roles of child protection and the confidentiality of personal health and mental health information shared in the context of counseling services. Options include the

creation of a single intake work unit for all HSD services or the reshaping of two points of entry with features that streamline the consumer experience. The Phase 2 plan for intake and access will need to be well-coordinated with decisions about the new organizational structure and the assignment of office locations in the department.

Adult Protective Services – Family Care is already bringing about changes in the way in which new suspected cases of neglect and abuse of vulnerable adults and ongoing protective services are handled in Washington County. A work group was convened on February 15 to examine the new configuration of agencies and to reach consensus on an initial plan of action. The ADRC will be the county department that will assume responsibility for investigating suspected abuse for all adult target populations. One additional full-time APS Social Worker position, funded by new State funding, was authorized by the County Board on March 11. CCSA's Acute Care Services will partner with the ADRC to provide coverage for after hours coverage of these duties. The ADRC will also take over the Chapter 55 liaison duties with the courts currently performed by CCSA and DSS for their respective target populations. CCSA will continue to be responsible for Chapter 51 (Mental Health) court related services. Protective placement costs for Family Care eligible individuals will become the responsibility of the new MCOs.

Counseling Services – CCSA and DSS operate parallel counseling services with different assumptions, regulations, and supervision, but some times with overlapping clients. CCSA operates a certified outpatient mental health clinic under the therapeutic direction of psychiatrists (M.D.'s) and psychologists (Ph.D.'s). Master's level therapy staff services are billable to any applicable insurance and documented in a medical record. DSS operates family counseling services which are intended to improve family living conditions for minor children, often under the general direction of juvenile court orders. Services are not billed, supervision is by professional social workers, and social work case notes are maintained. For both programmatic and financial reasons many counties forming HSD's have integrated and reorganized these separate counseling services. The issue will need a thorough review prior to setting the Phase 2 organizational structure.

Emergency Preparedness Coordination for Human Services – Representatives from DSS and CCSA have worked with Emergency Management to prepare county emergency sheltering plans, required in response to the shortcomings after Hurricane Katrina in New Orleans. The HSD Director should assign a lead person to this effort to assume responsibility for this ongoing responsibility of the department, as well as coordination efforts with the Family Care MCOs.

Working With Other County Departments and Community Organizations – The creation of a merged HSD will change existing patterns of relating to all the departments of county government. After transitions are complete, the new arrangements should be less confusing, with greater accountability. Examples include contracts, courts services and HIPAA issues of concern to the County Attorney; intake service coordination with the ADRC; emergency service coordination with the Sheriff's Department; and cash management issues with the County Treasurer. Communication with all county departments during the planning and transitioning to HSD will need to continue. Similar changes in working relations will need to be addressed with local school districts, police departments, and health care organizations.

XII. Technical Assistance

The Human Services Department and Board will make use of technical assistance from a variety of sources as the Phase 2 implementation plan is developed. The Finance Director will be involved in working with the HSD Director and staff to accomplish the recommended actions from the fiscal and information systems work groups. The Human Resources Director will take an active role in reviewing staffing classifications, organizational recommendations, and addressing emerging issues regarding the role and scope of a labor association in the new department. More specific consultation with Waukesha and Jefferson County Human Services Departments will be sought. The HSD Director will communicate regularly with the DHFS Area Administrator as Phase 2 plans take shape. The Human Services Board will recommend a Phase 2 organizational structure and share it with the Department of Health & Family Services for review and comment before final approval and implementation.

XIII. Summary and Next Steps

Reactions to the draft version of the Study Report have been gathered including holding a public hearing on March 19. Meetings have been held with staff in both of the current departments and questions and comments noted. These were considered by the Study Committee as final edits to the Report were approved. These are the specific actions recommended by the Study Committee, culminating in review and action by the County Board on April 15.

1. County Board Resolution – The Study Committee recommends a resolution accepting the Study Report Feasibility Study and Implementation Plan and establishing a Human Services Board and Department effective May 1, 2008. The proposed resolution is included as Appendix F. An official copy of the approved Study Report will be forwarded to DHFS on March 28 for State review and approval.
2. Human Services Board Ordinance – The Study Committee recommends an ordinance creating a nine member Human Services Board as outlined in section V. (Governance) of the Implementation Plan, to replace and assume all authority and responsibilities of the current Social Services Board and CCSA Board. The proposed ordinance is included as Appendix G.
3. Personnel Changes – The Study Committee requests that the Director of Human Resources prepare a Human Services staffing ordinance. This ordinance should create the positions of Director and Deputy Director of the HSD, eliminate the positions of CCSA Program Director and DSS Director, and reclassify the DSS Deputy Director position as the Children and Families Coordinator. A more complete amending of County Code for all other existing CCSA and DSS positions will be accomplished at an appropriate, later time recommended by the Human Services Director.

APPENDIX A (MEETING MINUTES)

LONG TERM CARE STEERING COMMITTEE

Public Agency Center
West Bend, WI

January 29, 2008
9:00 a.m.

Present: Supervisors: Leslie Borman, James Schwartz, Daniel Stoffel
Excused: Charlene Brady

Department Heads: Administrative Coordinator Douglas Johnson, Ed Somers, Jim Strachota, Linda Olson, Mike Bloedorn, Sue Haag, Kim Nass

Also Present: Laura Kleber, DHFS; Ruth Reines, CCSA, Kay Thuecks, Jenny Kertscher, ADRC, and Judy Steinert, Administrative Assistant.

The meeting was called to order by Chairman Daniel Stoffel at 9:00 a.m. and affidavit of posting was read.

REVIEW OF MINUTES

Moved by Mr. Schwartz, seconded by Mr. Borman to approve the meeting minutes of January 11, 2008.
Motion carried.

FAMILY CARE UPDATES

Ms. Olson reported that all ADRC contracts have been signed and returned to DHFS. The office remodeling is still in progress but going well. Mr. Strachota reported that the Joint Committee on Finance has approved the Family Care contract with DHFS and Washington County. The Memorandum of Understanding with Community Care and Care Wisconsin are being reviewed and need to be signed by March 1.

HUMAN SERVICES STUDY

Mr. Johnson reported that the Executive Committee has assigned this committee the task of preparing a Human Services Study. Counties are required by State law to administer a variety of health and human services programs enacted by the State. Counties have had the option of organizing these programs through multiple departments or through a combined human services department. Before establishing a human services department, a county must prepare a feasibility study and a plan for how to continue the services of separate departments in the human services department. To qualify as a human services department at least the comprehensive services agency and the department of social services must be included.

Mr. Johnson stated he is prepared to write the humans services study with the assistance of the committee, the CCSA and DSS Program Directors and Finance Director. Meetings will be public and input considered from other County Board Supervisors, department heads, interested consumers and the public. The Study Report or a preliminary progress report will be brought to the Executive Committee on February 26. The County Board can then take action on the human services department structure proposal on either March 11 or April 15.

WIS STATS S46.23 COUNTY DEPARTMENT OF HUMAN SERVICES

Mr. Johnson reviewed key portions of the State Statutes 46.23. The statutes provide a clear mission for a county department of human services. The establishment of a human services department can be done by resolution of the County Board. The statutes also state that the powers and duties that applied to both CCSA and DSS must all be applied to the human services department. The human services board must be composed of not less than 7 nor more than 15 persons of recognized ability and demonstrated interested in human services. Not less than one-third nor more than two-thirds of the board may be county board members. At least one member appointed to a county human services board shall be an individual who receives or has received human services or shall be a family member of such an individual. The remainder of the board members shall be consumers of services or citizens-at-large.

ORGANIZATIONAL STRUCTURES

Mr. Johnson reviewed the organizational units of human services departments for several counties. Jefferson County was the latest county in the state to reorganize human services department. The independent study that was created is on their website and explains why they chose the revised organizational structure they will be using.

Ms. Kleber, Area Administrator with DHFS reviewed the Information Guideline for Counties interested in developing a County Human Services Department. Ms. Kleber will be available to assist Washington County in the creation of the human services department study.

STUDY QUESTIONS FROM COMMITTEE

Mr. Johnson would like to prepare a list of all the issues that need to be looked at for the next committee meeting. Input should come from the departments involved, supervisors, as well as Finance, Human Resources and the County Attorney.

NEXT MEETING DATE

The next meeting dates are Friday, February 15 at 9:00 a.m. and Monday February 25 at 9:00 a.m.

ADJOURNMENT

Moved by Mr. Schwartz, seconded by Mr. Borman to adjourn at 10:45 am. Motion carried.

Brenda Jaszewski, County Clerk

LONG TERM CARE STEERING COMMITTEE

Government Center
West Bend, WI

February 15, 2008
9:00 a.m.

Present: Supervisors: Leslie Borman, James Schwartz, Daniel Stoffel,
Absent: Charlene Brady

Department Heads: Administrative Coordinator Douglas Johnson, Ed Somers, Jim Strachota, Linda Olson,
Mike Bloedorn, Sue Haag, Kim Nass

Also Present: Laura Kleber, DHFS; Ruth Reines, CCSA, Sandy Hoefert, DSS, Peter German, Human
Resources, and Judy Steinert, Administrative Assistant.

The meeting was called to order by Chairman Daniel Stoffel at 9:00 a.m. and affidavit of posting was read.

REVIEW OF MINUTES

Moved by Mr. Borman, seconded by Mr. Schwartz to approve the meeting minutes of January 29, 2008.
Motion carried.

FAMILY CARE UPDATES

Ms. Olson reported that the ADRC remodeling has been completed. An ADRC Supervisor has been hired and will be starting February 21. Interviews are taking place for the Benefit Specialist positions. Mr. Strachota reported that the CMO's will now be hiring the nurses instead of the County, therefore they will not be County employees. The Developmental Disability Benefit Specialist Position will be upgraded to Case Manager. The final transition plan includes 493 clients with an additional 170 on the waiting list. The first roster of clients has been identified and needs to be submitted to the State by March 1.

REVIEW OF MOU'S WITH CARE MANAGEMENT ORGANIZATIONS

Mr. Strachota distributed a basic outline of what is included in the MOU's between Washington County and Care Wisconsin and Washington County and Community Care. The MOU's have been approved by DHFS so any future changes will require State approval. The MOU's name the ADRC Board as the Family Care governing Board for the County. The MOU's adequately state the services the Management Care Organizations will provide and accepts responsibility for individual and service plans.

Moved by Mr. Schwartz, seconded by Mr. Borman to direct the Administrative Coordinator to enter into a Memorandum of Understanding with both Community Care and Care Wisconsin, after adjustments have been made to the satisfaction of the County. Motion carried.

INITIAL STEPS WITH HUMAN SERVICES STUDY

Mr. Johnson reviewed the steps that have been taken thus far with the Human Services Study.

- ◆ Staff meetings were held with DSS and CCSA to inform them of the Human Services Study.
- ◆ Mr. Johnson worked with Human Resources to send a letter to the DSS unions informing them of the Human Services Study. A meeting is scheduled to discuss it further.
- ◆ Mr. Johnson has had meetings with the Finance Director, Human Resources Director and County Attorney to get feedback on issues and concerns regarding the Study.
- ◆ The Finance Director will create two workgroups. One group will work on the Financial aspects and the other on Information Systems issues.

- ◆ Adult Protective Services is an area that will have changes. Mr. Johnson scheduled a meeting with the affected department heads to discuss these changes.
- ◆ Mr. Johnson spoke with Facilities regarding the 2nd and 3rd floor stairwells at the PAC. A card reader could be added to these floors at less than \$500 to allow for better circulation between the two departments.
- ◆ A Human Services Study PowerPoint presentation was given to the County Board at their February meeting.
- ◆ Mr. Johnson has been meeting regularly with the CCSA and DSS directors to continue to work through issues.

TIMELINE FOR APRIL 15 COUNTY BOARD RESOLUTION

Mr. Johnson reviewed the timeline drafted for completion of the Human Services Study. The first draft Study report should be ready for the Committee to review on February 25. A progress report along with the draft study will be presented to the Executive Committee on February 26. A public hearing will be scheduled for March 19 at 7:00 pm. The LTC Steering Committee will then meet again on March 20th to review the final report and make recommendations. The final report and a resolution will be forwarded to DHFS for review and action prior to the April 15 County Board meeting. The County Board can then take action on the Resolution and Phase I Ordinance revisions at the April meeting. The County Board Chair will make recommendations on the Human Services Board members on May 1 with County Board action on the appointments at the May 13 County Board meeting. Development and implementation of Phase 2 organizational changes by the Human Services Board and Director will take place from July 2008 to December, 2009.

PROPOSED OUTLINE FOR HUMAN SERVICES STUDY

Mr. Johnson reviewed the Human Services Study Outline. His plan is to complete a draft study report for the next LTC Steering Committee meeting on February 25. The Committee will go through each section at that time and make changes as needed.

QUESTIONS AND CONCERNS FROM COMMITTEE

Mr. Schwartz recommended that the Human Services Board consist of six County Board Supervisors and three citizens. The advantages include more County Board continuity when supervisor's appointments are changing and uniform groups of appointments in each of the three rotating term classes. There was consensus that the Study Report should include this recommendation.

NEXT MEETING DATE

The next meeting dates are Monday, February 25 at 9:00 a.m. and Thursday, March 20 at 9:00 a.m.

ADJOURNMENT

Moved by Mr. Schwartz, seconded by Mr. Borman to adjourn at 10:27 am. Motion carried.

Brenda Jaszewski, County Clerk

LONG TERM CARE STEERING COMMITTEE

Government Center
West Bend, WI

February 25, 2008
9:00 a.m.

Present: Supervisors: Leslie Borman, James Schwartz, Daniel Stoffel, Charlene Brady

Department Heads: Administrative Coordinator Douglas Johnson, Ed Somers, Jim Strachota, Linda Olson, Mike Bloedorn, Sue Haag,

Also Present: Laura Kleber, DHFS; Ruth Reines, CCSA, Sandy Hoefert, DSS, Janel Wessel, Kay Thuecks, Deb DuFour, Carolyn Mangan-Casey, Stacy Burmeister and Judy Steinert, Administrative Assistant.

The meeting was called to order by Chairman Daniel Stoffel at 9:00 a.m. and affidavit of posting was read.

REVIEW OF MINUTES

Moved by Mr. Schwartz, seconded by Mr. Borman to approve the meeting minutes of February 15, 2008. Motion carried.

REVIEW OF DRAFT HUMAN SERVICES STUDY REPORT

Mr. Johnson reviewed the draft of the Human Services Study Report. The report is divided into two Chapters. Chapter I of the Study reviews the Feasibility of creating a Human Services Department; Chapter II outlines the Implementation Plan. The Study Committee supports the development of an implementation plan for a human services department which combines CCSA and DSS effective May 1, 2008. It is agreed this is the right time for Washington County to work out the details of this merger into a structure that has become the norm in most Wisconsin counties.

Section XIII of the Study Report – Summary and Next Steps.

4. Study Report Comments, Review and Completion – The Study Committee recommends that the draft Study report be distributed widely for comments and questions from all interested parties. The Administrative Coordinator will prepare a summary of comments received and any recommended revisions to the Study Report, mailed to the Study Committee with a meeting agenda on March 13. This is with the intent of keeping to the Human Services Study Timeline as adopted February 15.
5. Board Changes – The Study Committee Chairperson should report to the County Board on March 11 of the recommendation to replace the CCSA Board and Social Services Board with a nine member Human Services Board as outlined in section V. (Governance) of the Implementation Plan. The plan for six Supervisors, three citizens will be affirmed or revised for the final Study Report.
6. Personnel Changes – The Study Committee recommends the preparation of a Human Services staffing ordinance for review by the Administrative Services Committee on March 27. This ordinance should create the positions of Director and Deputy Director of the HSD, eliminate the positions of CCSA Program Director and DSS Director, reclassify the DSS Deputy Director position as the Children and Families Coordinator, and consolidate the list of all other existing CCSA and DSS positions into a list of authorized positions for the HSD.
7. County Board Resolution – The Study Committee recommends a resolution accepting the Study Report Feasibility Study and Implementation Plan and establishing a Human Services Board and Department effective May 1, 2008. The resolution will be reviewed and acted on by the Study Committee and Executive Committee on March 20 and March 25 respectively.

Moved by Ms. Brady, seconded by Mr. Schwartz to tentatively endorse the four action steps outlined in Section XIII of the Study Report Implementation Plan. Motion Carried.

QUESTIONS AND CONCERNS FROM COMMITTEE

There were no questions or concerns from the committee or others present.

NEXT MEETING DATE

The next meeting date is scheduled for Thursday, March 20 at 9:00 a.m.

ADJOURNMENT

Moved by Mr. Borman, seconded by Mr. Schwartz to adjourn at 10:50 am. Motion carried.

Brenda Jaszewski, County Clerk

LONG TERM CARE STEERING COMMITTEE

Public Agency Center
West Bend, WI

March 19, 2008
7:00 p.m.

Present: Supervisors: Leslie Borman, Daniel Stoffel, Charlene Brady

Department Heads: Administrative Coordinator Douglas Johnson, Jim Strachota, Linda Olson, Mike Bloedorn, Sue Haag

Approximately thirty-three persons were in attendance.

The meeting was called to order by Committee Chairman Daniel Stoffel at 7:00 p.m. and affidavit of posting was read.

Mr. Johnson presented a summary of the Washington County Human Services Study.

Mr. Stoffel opened the public hearing and invited comments and questions about the Study.

Seven individuals spoke, raising the following questions and contributing these comments.

- Will there be cuts in current services with this plan?
- Does the draft proposal include proposed organizational charts?
- Human Services Departments are not a new concept, operating in most Wisconsin counties. Have other counties been contacted to see how this structure works and whether changes were positive?
- With the implementation of the Human Services Department, will current contracts with CCSA and Social Services have to be amended?
- Is there an expected cost savings with this plan?
- If the plan moves forward, will there be a public service campaign to educate the public regarding the changes?
- A similar change occurred several years ago with the restructuring of Workforce Development, bringing multiple agencies together in a single Center. Although there was confusion in the beginning, the overall outcome was positive for the community.
- Historically both CCSA and DSS have had good vehicles for community input through advisory committees. Will this continue?
- The community needs affordable housing for people with disabilities; housing options are limited.

No one spoke in opposition to the proposed Human Services Department and all who requested to speak were given the opportunity.

The public hearing was closed and the meeting adjourned by Mr. Stoffel at 7:40 p.m.

Brenda Jaszewski, County Clerk

LONG TERM CARE STEERING COMMITTEE

Public Agency Center
West Bend, WI

March 20, 2008
9:00 a.m.

Present: Supervisors: Leslie Borman, James Schwartz, Daniel Stoffel, Charlene Brady

Department Heads: Administrative Coordinator Douglas Johnson, Ed Somers, Jim Strachota, Linda Olson, Mike Bloedorn, Sue Haag,

Also Present: Laura Kleber, DHFS; Ruth Reines, CCSA, Kay Thuecks, and Judy Steinert, Administrative Assistant.

The meeting was called to order by Chairman Daniel Stoffel at 9:00 a.m. and affidavit of posting was read.

REVIEW OF MINUTES

Moved by Mr. Borman, seconded by Ms. Brady to approve the meeting minutes of February 25, 2008. Motion carried.

REVIEW COMMENTS ON STUDY REPORT AND PROPOSED HUMAN SERVICES BOARD AND DEPARTMENT

Mr. Johnson reviewed questions and comments received at the Public Hearing held on March 19, 2008. Representatives from several service agencies, St. Joseph's Hospital and West Bend Police attended the hearing.

REVIEW UPDATED DRAFT HUMAN SERVICES STUDY REPORT

Mr. Johnson reviewed the changes made to the Human Services Study Report since the February 25 meeting. Wording in the Personnel section of the Plan was discussed with the Human Resource Director to finalize. Meetings that were held as planned with department staff will be noted. Ms. Kleber recommended steps to be taken to facilitate review of the final report by the Department of Corrections and Department of Workforce Development, as well as DHFS. The next steps included in the conclusion of the Study Report are these.

1. County Board Resolution – The Study Committee recommends a resolution accepting the Study Report Feasibility Study and Implementation Plan and establishing a Human Services Board and Department effective May 1, 2008. The proposed resolution is included as Appendix F. An official copy of the approved Study Report will be forwarded to DHFS on March 28 for State review and approval.

2. Human Services Board Ordinance – The Study Committee recommends an ordinance creating a nine member Human Services Board as outlined in section V. (Governance) of the Implementation Plan, to replace and assume all authority and responsibilities of the current Social Services Board and CCSA Board. The proposed ordinance is included as Appendix G.

3. Personnel Changes – The Study Committee requests that the Director of Human Resources prepare a Human Services staffing ordinance. This ordinance should create the positions of Director and Deputy Director of the HSD, eliminate the positions of CCSA program Director and DSS Director, and reclassify the DSS Deputy Director position as the Children and Families Coordinator. A more complete amending of County Code for all other existing CCSA and DSS positions will be accomplished at an appropriate, later time recommended by the Human Services Director.

RECOMMENDATION TO EXECUTIVE COMMITTEE AND COUNTY BOARD

A Draft resolution on the Human Services Feasibility Study and Implementation Plan was distributed for review. Mr. Johnson will take the suggested changes to the County Attorney to finalize.

Moved by Ms. Brady, seconded by Mr. Borman to forward the draft resolution with the suggested changes to the Executive Committee. Motion carried.

Mr. Johnson review proposed changes to Chapter 6 of the County Code. Moved by Mr. Schwartz, seconded by Mr. Borman to recommend the draft changes of Chapter 6 to the Executive Committee with similar wording as presented subject to final review by the County Attorney. Motion carried.

ADJOURNMENT

Moved by Ms. Brady, seconded by Mr. Schwartz to adjourn at 10:18 am. Motion carried.

Brenda Jaszewski, County Clerk

APPENDIX B

REQUEST TO STUDY HUMAN SERVICES STRUCTURE FOR MAY 1

Counties are required by Wisconsin law to administer a variety of health and human services programs enacted by the State. Since before 1980, counties have had the local option of organizing these programs through multiple departments or through a combined human services department (HSD). Before establishing a human services department, a county must prepare a feasibility study and a plan for how to continue the services of separate departments in the HSD. To qualify as a HSD, at least the comprehensive services agency (s. 51.42) and the department of social services must be included. Other departments may be included at local option. The governing body for a HSD is a human services board, which replaces and assumes all responsibilities of the previously separate 51.42 and Social Services Boards.

For three decades, separate Washington County CCSA and DSS departments have allowed each to focus on their targeted mission while stressing interagency coordination in the planning and delivery of services. During the past ten years two large programs have been transferred from county operations to private contracts: the inpatient mental health/ detox program and W-2.

Now we have decided to transfer long term care services to regional CMO's in Family Care. This means that major changes in these two departments will be required in some fashion. A HSD structure, now in place in all but two handfuls of counties, may be the most efficient response to these changes. The timing is also right to consider this change in 2008 due to anticipated changes in the County Board. Of the current five Supervisors on the DSS Board, four are not candidates for re-election and the other is also serving on the CCSA Board. Two other Supervisors on the CCSA Board are not candidates for re-election in April. If a decision to form an HSD can be made in the next several months, then the next County Board Chair can organize a human services board for the May 1 appointments to committees.

The Administrative Coordinator is prepared to guide and write a human services study. The Long Term Care Steering Committee, with four Supervisors well versed in the background to Family Care and the related interdepartmental issues, is in the best position to make the policy recommendations promptly. The CCSA Program Director and DSS Director need to be active as management advisors and the Finance Director a technical advisor. Meetings will be public and input considered from other County Board Supervisors, department heads, and interested consumers and the public.

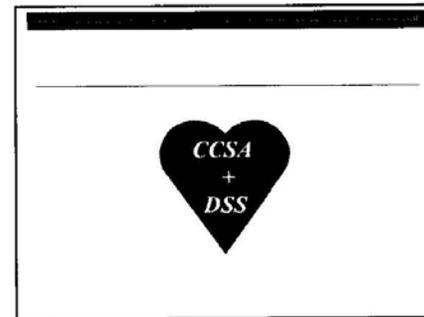
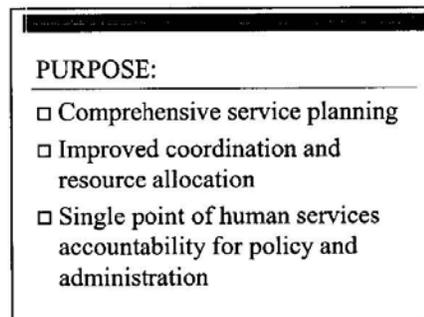
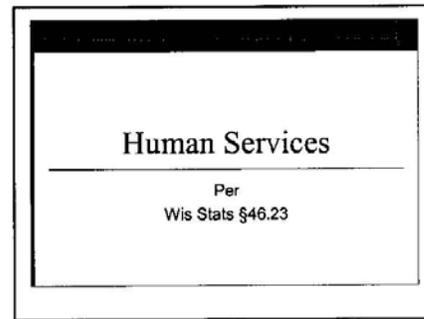
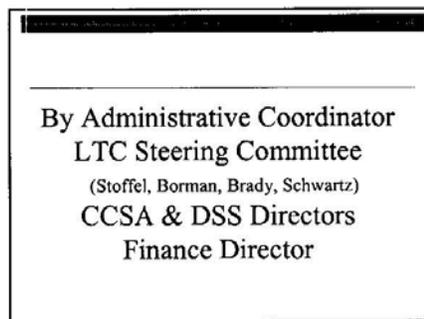
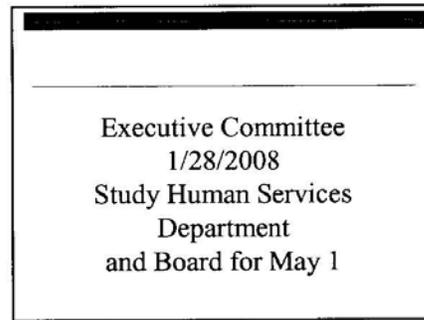
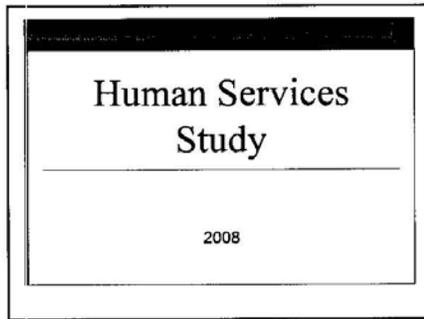
To face up to the opportunities presented by the changes to our county human service programs and boards at this time, I am recommending the following:

Authorize the Administrative Coordinator and Long Term Care Steering Committee to prepare a human services study and recommendations for consideration of the Executive Committee and County Board.

Bring either the Study Report or a preliminary progress report to the February 26 Executive Committee, then for County Board action on a HSD structure proposal at either the March 11 or April 15 meetings.

January 28, 2008

APPENDIX C



Human Services Department Board

- 7 – 11 Members
 - Supervisors + Citizens
 - Rotating 3-year terms

Human Services Department Director

- Appointed by Human Services Department Board with full involvement of Administrative Coordinator

Why Human Services Department Now??

Family Care

- Service shuffle
- \$ Contribution
- April 1 Implementation

County Board Term

- DSS Board – 4
- CCSA Board – 2
- May 1 appointments

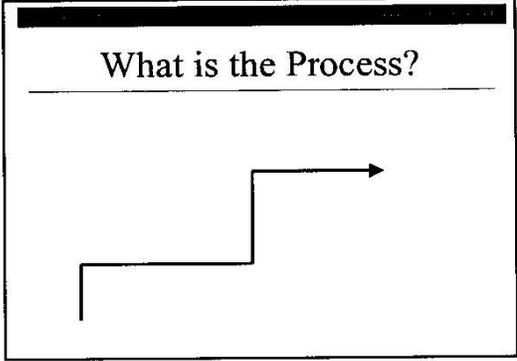
Management Experience

- PAC departments
- Courthouse departments

Proven Model

- 54 County Human Service Department's

- All Southeast Counties except here, Fond du Lac



Management Information Gathering

Study Committee Meetings And Report

Executive Committee Recommendations on Human Service Board and Phase I department organization (tentative March 25)

County Board resolution/ordinance changes (tentative April 15)

State Departments
(e.g. DHFS) Review
and Approval

Appointment of
Human Services Board
and Director
(May 13 and thereafter)

Phase 2 Department
Planning, Reorganization and
Implementation

Questions???

FINANCE DEPARTMENT

SUSAN M. HAAG
FINANCE DIRECTOR

MEMO

TO: Doug Johnson, Administrative Coordinator
FROM: Susan M. Haag, Finance Director
DATE: February 21, 2008
RE: Human Services Fiscal Information

I met with Mike Bloedorn, Jim Strachota and financial staff from both departments to determine the financial needs of both departments and how they can be combined into a Human Services Department. This memo documents the items we will need to look examine to determine how the accounting system will be developed.

Reporting Requirements

- Both departments report to the state on CARS. The state requires a different CARS report for Human Services Departments. We are investigating the CARS report that will be required for a Human Services Department.
- Currently DSS uses many client reports that were created by IS. The information is gathered from the general ledger where we record units of service by client.
- The reporting requirements for Family Care are unknown at this time.
- Each department may have other grant reporting requirements that will need to be determined
- All financial reporting requirements will be documented before we continue with changes to the general ledger.

General Ledger

- Each department is a separate special revenue fund in the county's general ledger. We will need to create one new special revenue fund to account for the financial activities of the new department.
- Develop a new chart of accounts. Currently DSS cost centers are CARS line numbers. Staff uses a report generated right from the general ledger to complete the report. CCSA cost centers are much more complex using an eight digit number that indicates funding source (2)/department (2)/program (4). CCSA then uses a report created by IS that is broken down by funding source and program.
- CCSA continues to keep a separate set of records for the Mental Health Center. Jim and I agree that we will discontinue this process.

- Both departments use sub-ledgers in processing transactions through the general ledger, but in different ways. DSS uses an address book number that is a client, while CCSA uses a cost center that is a provider. We will need to find a method to meet the needs of the new HS department.

Processes

- Accounts Payable process will need to be examined. DSS enters A/P into a system developed by IS which creates a batch in JDE. This system provides them with a process to enter the client number as well as units of service provided. The backup for the accounts payable is sent to the Finance Department for processing. We post the batches and process the checks. This process occurs every week.

DSS also has a Contract Summary option (also created by IS). In this area they enter each vendor that requires an audit, with a contract amount and an addendums that may be issued throughout the year. When AP is processed the amount is posted against the vendor to provide management with a report of the status of each contract.

Twice a month CCSA sends their vouchers to Finance to be processed. They are entered, posted and processed in Finance. CCSA uses a provider number on each transaction to give management the necessary information to monitor contracts with each vendor.

It will be necessary to develop a process for accounts payable that meets the needs of the new HS department. To do this the reporting requirements need to be determined.

- All billing systems for clients will need to be examined and merged to create one billing system.
- DSS also enters journal entries into a system developed by IS to create journal entry batches in JDE. This is necessary because of the method in which DSS enters units.

Conclusion

Over the course of 12 to 18 months, the fiscal systems of the two agencies will be integrated. The Finance Department will work with the new HS Department to develop a unified chart of accounts. We will need to merge multiple systems in the areas of accounts receivable and payable. With the consolidation, a single system will be developed for receiving and receipting payments from consumers and others. Procedures will need to be developed and implemented to direct the flow of information from the receipt of a request for payment of invoice to authorization and eventual check processing.

We all believe we need to see how Family Care shapes up and how that will affect staffing and reporting requirements before we can set up a chart of accounts. It will be important to develop a chart of accounts that will be able to capture all the financial needs of the new department. For the remainder of 2008, all processes will continue as in the past.

CC: Michael Bloedorn, Social Services
James Strachota, CCSA



FINANCE DEPARTMENT
SUSAN M. HAAG
FINANCE DIRECTOR

MEMO

TO: Doug Johnson, Administrative Coordinator
FROM: Susan Haag, Finance Director
DATE: February 28, 2008
RE: Human Services Information Services

Mike Bloedorn, Jim Strachota, Mike McGinnis, Linda Mueller and I met to discuss the IS needs of the combined Human Services Department. The following is a summary of the meeting:

Both departments use the same data base for client demographics for case management. Current security is set up by department and information is not shared. Security will need to be changed to allow all necessary staff to view demographic data to determine if a person is a current client or has been a client in the past. Everyone understands that duplicate clients may be included in the data base. This is a current issue and is not a problem.

The two departments currently bill for various services. We would like to examine the possibility of combing the processes into one billing system. This project will need to work concurrently with the fiscal work group.

Everyone felt that once a person is determined to be a client and demographics are entered, the current systems that workers use will remain intact. Security to other staff will need to be assessed.

The Department of Social Services uses the state system WiSACWIS for family cases. This system may require additional security and training for users added to the system

Both department heads feel that no additional equipment will be necessary for staff. We all understand the necessity of firewalls and security to ensure compliance with confidentiality and HIPAA. Once the departments are combined we will need to assess the efficiency and effectiveness of existing management systems.

CC: Mike Bloedorn, DSS
Jim Strachota, CCSA

WASHINGTON COUNTY, WISCONSIN

Date of enactment: _____
Date of publication: _____

2007 RESOLUTION ____

Approval of the Human Services Feasibility Study and Implementation Plan

WHEREAS, on January 28, 2008, the Executive Committee authorized a study regarding the creation of a county human services board and department as permitted by §46.23 Wis. Stats., from the current Comprehensive Community Services Agency and Social Services boards and departments; and

WHEREAS, the Long-Term Care Steering Committee was given the Human Services Study assignment in cooperation with the Administrative Coordinator and other department heads; and

WHEREAS, a draft Human Services Study Report was reviewed by the Study Committee on February 25, 2008, and authorized for distribution, further review and the gathering of comments; and

WHEREAS, a public hearing on the proposed Human Services Board and Department was advertised, and subsequently, held on March 19, 2008; and

WHEREAS, the final Study Report was recommended by the Study Committee and accepted by the Executive Committee on March 25, 2008; and

WHEREAS, the final Study Report has been sent to the Wisconsin Department of Health and Family Services and related departments for review and approval as required by §46.23, Wis. Stats.; and

WHEREAS, certain committee assignments for the 2008-2010 session of the Washington County Board of Supervisors will have an effective date of May 1, 2008;

NOW, THEREFORE, BE IT RESOLVED by the Washington County Board of Supervisors that the Human Services Feasibility Study and Implementation Plan developed by the Study Committee is hereby approved;

BE IT FURTHER RESOLVED that effective May 1, 2008, a new Human Services Board shall be created to replace the Comprehensive Community Services Agency Board and the Social Services Board and the Washington County Code shall be modified to accomplish same.

BE IT FURTHER RESOLVED that, effective May 1, 2008, a new Human Services Department shall be created replacing the existing departments: CCSA and Social Services; assuming all of their current authority and responsibilities, and the Washington County Code shall be amended to reflect same.

VOTE REQUIREMENT FOR PASSAGE: Majority

APPROVED:

Kimberly A. Nass, County Attorney

Dated _____

Considered _____

Adopted _____

Ayes _____ Noes _____ Absent _____

Voice Vote _____

Introduced by members of the LONG TERM

CARE STEERING and EXECUTIVE

COMMITTEES as filed with the County Clerk.

Daniel W. Stoffel, Chairperson

Long Term Care Steering Committee

Thomas J. Sackett, Chairperson

Executive Committee

(No fiscal effect. The new department will operate with the combined 2008 budget of the two separate departments.)

WASHINGTON COUNTY, WISCONSIN

Date of enactment: _____
Date of publication: _____

2007 ORDINANCE _____

AN ORDINANCE to amend Section 2.19; to repeal and reserve Section 2.23; to amend Section 4.20, to repeal and recreate Section 6.01; to amend Section 6.02; and to repeal and reserve Section 6.03 of the code; relating to: Social Services Board, Comprehensive Community Services Agency Board, Department of Social Services, Administration of General Relief and Comprehensive Community Services Agency.

The people of the County of Washington, represented in the Board of Supervisors, do ordain as follows:

SECTION 1. Section 2.19 of the code is amended to read:

2.19(AM 07-) **SOCIAL HUMAN SERVICES BOARD.** (AM 07-) ~~The Committee shall consist of 5 members of the County Board as appointed by the Chairperson. In addition to the duties as prescribed by statute, the Social Services Board shall carry out such other duties as required by this code or by the County Board. See §46.22(2), Wis. Stats. The Board shall serve as the Liaison Committee for the Community Options Planning Committee. See §46.23, Wis. Stats., and Section 6.01 of this Code.~~

SECTION 2. Section 2.23 of the code is repealed and shall be reserved for future use:

~~**2.23**—**COMPREHENSIVE COMMUNITY SERVICES AGENCY BOARD.** See §§51.42 and 51.437, Wis. Stats., and sec. 6.03 of this Code.~~

SECTION 3. Section 4.20(2) of the code is amended to read:

4.20 PER DIEM COMPENSATION. (2)(AM 07-) **Boards and Commissions.** (a) Members of Civil Service Commission, County Library Board, Ethics Board, and ~~Comprehensive Community Services Agency Board~~ Human Services Board who are not County Board Supervisors shall be paid the sum of \$35 for each day's service and mileage as provided in sec. 7.03(5) of this Code for each mile traveled in the discharge of their duties.

SECTION 4. Section 6.01 of the code is repealed and recreated to read:

~~**6.01**—**DEPARTMENT OF SOCIAL SERVICES.** In addition to the mandatory functions, duties and powers of the County Department of Social Services established by §46.22(4), Wis. Stats., the County Department of Social Services shall have the following functions, duties and powers:~~

(1) ~~To fulfill the duties of a County department under §48.981(3)(c), Wis. Stats.~~

(2) ~~To make investigations which are provided for under §48.88(2)(a) and (c), Wis. Stats., if the court having jurisdiction so directs.~~

~~(3) — To perform the duties and functions prescribed in Chs. 48 and 938, Wis. Stats., when requested to do so by the judge assigned to exercise jurisdiction under Chs. 48 and 938, Wis. Stats.~~

~~(4) — To furnish services to families or persons other than the granting of financial or material aid where such services may prevent such families or persons from becoming public charges or restore them to a condition of self support.~~

~~(5) — To make certification or referral of eligibles for State or Federal works or other assistance programs, eligibility for which is based on need, when designated to perform such certifications or referral services, and to certify eligibility for and distribute surplus commodities and foodstuffs.~~

~~(6) — To administer child welfare services including services to children who are mentally retarded, dependent, neglected, delinquent, or non marital, and to other children, who are in need of such services. In administering said child welfare services the County agency shall be governed by and subject to the provisions of §46.22(1)(c)8, Wis. Stats.~~

6.01(RR 07-) HUMAN SERVICES DEPARTMENT. (1)(RR 07-) Establishment. Pursuant to § 46.23, Wis. Stats., there is established a county department of human services to be known as the Washington County Human Services Department.

(2)(RR 07-) Purpose. The intent of this section is to enable and encourage counties to develop and make available to all citizens a comprehensive range of human services in an integrated and efficient manner, and to transfer the duties and powers of the Department of Social Services and the Comprehensive Community Services Agency to the Human Services Department.

(3)(RR 07-) Human Services Board. (a) Creation. The Human Services Department shall be under the direction of a governing and policy-making Board of Directors to be known as the Human Services Board.

(b) Membership. The Human Services Board shall be composed of 9 persons of recognized ability and demonstrated interest in human services. 6 Human Services Board members shall be members of the County Board. The other 3 members shall be consumers of service or citizens-at-large. No public or private provider of services may be appointed to the Human Services Board. At least one member appointed to the Human Services Board shall be an individual who receives or has received services for mental illness, developmental disability, alcoholism or drug dependency or shall be a family member of such an individual.

(c) Appointment; Term. Appointments to the Human Services Board shall be made by the County Board for staggered 3-year terms acting upon recommendation of the County Board Chairperson. Vacancies for unexpired terms shall be filled in the same manner as original appointments.

(d) Removal. Any Human Services Board member may be removed from office for cause by a 2/3 vote of the County Board, on due notice in writing and hearing of the charges against the member.

(4)(RR 07-) Powers and Duties of the Board. The Board shall have those powers and duties specified in §46.23, §§51.42 and 51.437, and §46.22 Wis. Stats., and State Department of Health and Family Services rules promulgated thereunder, including but not limited to:

- (a) To fulfill the duties of a County department under §48.981(3)(c), Wis. Stats.
- (b) To make investigations which are provided for under §48.88(2)(a) and (c), Wis. Stats., if the court having jurisdiction so directs.
- (c) To perform the duties and functions prescribed in Chs. 48 and 938, Wis. Stats., when requested to do so by the judge assigned to exercise jurisdiction under Chs. 48 and 938, Wis. Stats.
- (d) To furnish services to families or persons other than the granting of financial or material aid where such services may prevent such families or persons from becoming public charges or restore them to a condition of self-support.
- (e) To make certification or referral of eligibles for State or Federal works or other assistance programs, eligibility for which is based on need, when designated to perform such certifications or referral services, and to certify eligibility for and distribute surplus commodities and foodstuffs.
- (f) To administer child welfare services including services to children who are mentally retarded, dependent, neglected, delinquent, or non-marital, and to other children, who are in need of such services. In administering said child welfare services the County agency shall be governed by and subject to the provisions of §46.22(1)(c)8, Wis. Stats.
- (g) Develop coordination of local services and continuity of care where indicated;
- (h) Utilize available community resources and develop new resources necessary to carry out the purposes of this section;
- (i) Appoint a Director of Human Services on the basis of recognized and demonstrated interest in and knowledge of the problems of mental health, developmental disabilities, alcoholism and drug abuse, with due regard to training, experience, executive and administrative ability, and general qualification and fitness for the performance of the duties of the Director.
- (j) Prepare a proposed budget for submission to the Administrative Coordinator.
- (k) Appoint committees consisting of residents of the County to advise the Human Services Board as it deems necessary.
- (l) Evaluate service delivery;
- (m) Determine, subject to the approval of the County Board and with the advice of the Director, whether services are to be provided directly by the Human Services Department or contracted for with other providers and make such contracts; and

(n) Serve as the governing Board of Directors for the Washington County Mental Health Center.

SECTION 5. Section 6.02(1) of the code is amended to read:

6.02 ADMINISTRATION OF GENERAL RELIEF. (1)(AM 07-) ~~The Department of Social Services~~ Human Services Department of Washington County shall administer all general relief within the County.

SECTION 6. Section 6.03 of the code is repealed and shall be reserved for future use:

~~**6.03 COMPREHENSIVE COMMUNITY SERVICES AGENCY.** (1) **Establishment.** Pursuant to §§51.42 and 51.437, Wis. Stats., there is established a community mental health, developmental disabilities, alcoholism and drug abuse program and department to be known as the Comprehensive Community Services Agency of Washington County.~~

~~(2) **Purpose.** The purpose and intent of this section is to enable and encourage the development of a comprehensive range of services offering continuity of care; to utilize and expand existing governmental, voluntary and private community resources for provision of services to prevent or ameliorate mental disabilities, including but not limited to mental illness, developmental disabilities, alcoholism and drug abuse; to provide for the integration of administration of those services and facilities organized under this section through the establishment of a County department of community programs.~~

~~(3)(AM 99 45)(AM 03 42) **CCSA Board.** (a) **Creation.** The Department of Community Programs shall be under the direction of a governing and policy making Board of Directors to be known as the Comprehensive Community Services Agency Board, hereinafter designated the "CCSA Board".~~

~~(b) **Membership.** The CCSA Board shall be composed of 9 members, consisting of persons of recognized ability and demonstrated interest in the problems of the mentally ill, developmentally disabled, alcoholic or drug abuser. The Board shall have representation from each of the aforementioned mental disability interest groups. At least one member shall be an individual who receives or received services for mental illness, developmental disability, alcoholism or drug abuse or shall be a family member of such an individual. No more than 5 members may be appointed from the County Board.~~

~~(c) **Appointment; Term.** Appointments to the CCSA Board shall be made by the County Board for staggered 3 year terms acting upon recommendation of the County Board Chairperson. Vacancies for unexpired terms shall be filled in the same manner as original appointments.~~

~~(d) **Removal.** Any CCSA Board member may be removed from office for cause by a 2/3 vote of the County Board, on due notice in writing and hearing of the charges against the member.~~

~~(4) **Powers and Duties of the Board.** Subject to §§51.42 and 51.437, Wis. Stats., and State Department of Health and Family Services rules promulgated thereunder, the Board shall:~~

~~(a) — Establish long range goals and intermediate range plans, detail priorities and estimate costs;~~

~~(b) — Develop coordination of local services and continuity of care where indicated;~~

~~(c) — Utilize available community resources and develop new resources necessary to carry out the purposes of this section;~~

~~(d) — Appoint a Director of CCSA on the basis of recognized and demonstrated interest in and knowledge of the problems of mental health, developmental disabilities, alcoholism and drug abuse, with due regard to training, experience, executive and administrative ability, and general qualification and fitness for the performance of the duties of the Director.~~

~~(e) — Prepare a proposed budget for submission to the Administrative Coordinator.~~

~~(f) — Appoint committees consisting of residents of the County to advise the CCSA Board as it deems necessary.~~

~~(g) — Evaluate service delivery;~~

~~(h) — Determine, subject to the approval of the County Board and with the advice of the Director, whether services are to be provided directly by CCSA or contracted for with other providers and make such contracts; and~~

~~(i) — Serve as the governing Board of Directors for the Washington County Mental Health Center.~~

~~(5) — **Department of Community Programs; Powers and Duties.** — The CCSA shall have those powers and duties enumerated in §51.42(3), Wis. Stats.~~

~~(6) — **CCSA Director; Powers and Duties.** (a) All of the administrative and executive powers and duties of managing, operating, maintaining and improving the program shall be vested in the Director, subject to such delegation of authority as is not inconsistent with this section and State Department of Health and Family Services rules.~~

~~(b) — In consultation and agreement with the CCSA Board, the Director shall prepare:~~

~~1. — An annual comprehensive plan and budget of all funds necessary for the program and services authorized by this section in which priorities and objectives for the year are established as well as any modifications of long range objectives;~~

~~2. — Intermediate range plans and budgets;~~

~~3. — An annual report of the operation of the program; and~~

~~4. Such other reports as are required by the State Department of Health and Family Services and the County Board.~~

~~(e) The Director shall make recommendations to the CCSA Board for:~~

~~1. Personnel and the salaries of employees; and~~

~~2. Changes in program services.~~

SECTION 7. EFFECTIVE DATE. This ordinance shall become effective as of May 1, 2008 by the Board of Supervisors and publication as provided by law.

VOTE REQUIREMENT FOR PASSAGE: _____

APPROVED:

Introduced by members of the LONG TERM

CARE STEERING and EXECUTIVE

Kimberly A. Nass, County Attorney

COMMITTEES as filed with the County Clerk.

Dated _____

Considered _____

Daniel W. Stoffel, Chairperson

Adopted _____

Long Term Care Steering Committee

Ayes _____ Noes _____ Absent _____

Voice Vote _____

Thomas J. Sackett, Chairperson

Executive Committee

Countersigned:

Thomas J. Sackett

County Board Chairperson