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*History: Adopted: 08/31/89, Ord. No. 89-17, Effective 09/11/89 Revised:  
09/18/90, Ord. No. 90-32, Effective 10/04/90 Revised:  
09/22/97, Ord. No. 97-33, Effective 12/03/97 Revised:  
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08/17/99, Ord. No. 99-29, Effective 10/14/99 Revised:  
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08/27/01, Ord. No. 2001-45, Effective 10/22/01 Revised:  
12/05/01, Ord. No. 2001-78, Effective 1/28/02 Revised:  
08/21/03, Ord. No. 2003-42, Effective 10/27/03 Revised:  
08/24/04, Ord. No. 2004-27, Effective 10/29/04 Revised:  
11/28/05, Ord. No. 2005-55, Effective 01/24/06 Revised:  
10/28/13, Ord. No. 2013-27, Effective 12/08/13 Revised:  
10/26/15, Ord. No. 2015-43, Effective 12/04/15  
Revised: xx/xx/2020, Ord. No. 2020--xx, Effective xx/xx/2020*

DRAFT 2/25/2020

## HEALTH AND HUMAN SERVICES ELEMENT

### I. INTRODUCTION

The Health and Human Services Element is an optional Element under 163.3177, F.S. Palm Beach County decided in 1989 to create this optional Element in recognition of the importance of managing the County's responsibilities of providing health and human services. This Element complies with the requirements of 163.3177, F.S. for Optional Elements.

#### A. Purpose

The purpose of the Health and Human Services Element is to assist in the development of an infrastructure to ensure availability of health and human services sufficient to protect the health, safety and welfare of Palm Beach County residents. The Element identifies the County's role in funding, providing and/or supporting the delivery of health and human services; it also defines the County's relationship with other funders and providers of services for the purpose of maximizing the resources and benefits available to Palm Beach County residents.

#### B. Background

The Health and Human Services Element was adopted in 1989 and substantially revised in 1997 as a result of the Evaluation and Appraisal Report (EAR) and Comprehensive Plan mandates. Additional modifications to the Element were made in 1998, 1999, and 2000 based on the findings and issues contained within the EAR. A second substantial revision took place in 2020 as a result of the Securing our Future Report, Behavioral Health Needs Assessment Report, and the Palm Beach County Plan to End the Cycle of Homelessness.

#### C. Organization

The Health and Human Services Element has been organized around a System of Care. A System of Care is defined as a comprehensive spectrum of services organized into a coordinated network to meet the multiple, complex and changing needs of children, adults and seniors.

The System of Care encompasses the scope and delivery of services organized into the following domains:

1. Housing & Homelessness
2. Employment
3. Transportation
4. Food
5. Health & Wellness
6. Education
7. Safety & Justice
8. Childcare

The core values of the System of Care are: (1) the service delivery system is driven by the needs of the clients; (2) the services are community based, and delivered in the least restrictive

environment; and (3) the services are culturally competent.

The System of Care includes the provision of a full array of services provided to meet the needs of the individual client. The client and other interested parties are included in the development of the service delivery system and collaborative systems. Finally, the System of Care provides early identification and intervention programs and services, and, advocacy for programs and services to meet the needs of children, adults and seniors.

## **II. ADMINISTRATION**

The Citizens Advisory Committee on Health & Human Services (CAC/HHS), Plan Development Implementation Committee (PDIC) and Department of Community Services staff organized Goals within the Element to reflect the following core values: 1) prevention, 2) self-sufficiency and economic stability, 3) sustainable systems of care, 4) integration and coordination of services and funding, 5) quality and cost-effectiveness, 6) demonstration of quality through measurable outcomes; and, 7) responsiveness to diversity in Palm Beach County.

### **A. Plan Elements**

Palm Beach County shall assure the integrity of the systems of care, within the scope of its authority and responsibility. Such assurance requires collaboration with other organizations who plan, provide and/or fund these services.

Palm Beach County will focus on sustaining core services within the systems of care by: defining basic needs; surveying emergent/urgent needs; prioritizing resources to address the needs; and, directing benefits to the affected public.

Palm Beach County will collaborate with other bodies who oversee health and human services for system development.

The County, through its CAC/HHS and in collaboration with other entities, will identify the system(s) of care for a local public health system, behavioral health and human services.

The County, through its CAC/HHS and in collaboration with other entities, will delineate the core services within the identified systems of care.

The County, through its CAC/HHS and in collaboration with other entities will assess the gaps in the systems relative to the core services.

Palm Beach County will localize health and human services, and take action to affect service delivery.

The County will develop an action plan that specifies resources, capability and capacity to fill the core service gaps and/or emergent needs, appropriate to the County's responsibilities and authority.

Allocation of County funds will take into consideration core services gaps.

Palm Beach County will advocate for services and funding that sustain the systems of care.

The CAC/HHS will advise the BCC on an annual basis regarding system of care issues based on the assessment of gaps in core services.

The County will identify federal, state and other funds to address gaps in core services and seek to maximize the utilization of such funds.

Palm Beach County will promote, fund and provide initiatives that reduce the incidence of poverty. Such efforts will be consistent with the goals and objectives delineated in the Economic Sustainability Housing Element.

The County will advocate services and funding to address self-sufficiency and economic stability. Such efforts may include the provision of local match dollars and allocation of resources.

The Department of Community Services will collect and analyze data from departmental information systems and other qualitative means with regard to economic needs of clients.

Palm Beach County will evaluate and advocate programs and services that enable those affected by reform initiatives to maintain or improve family and economic stability and self-sufficiency.

The Division of Human Services/Veterans Services staff will assist clients in applying for benefits (State and local service systems) and will advocate for receipt of benefits.

Palm Beach County will provide for, and contribute to, a continuum of human services that enhances the quality of life for all residents. Palm Beach County will also coordinate with other health and social service organizations in order to foster a seamless delivery system including other County Departments listed in the Comprehensive Plan.

Goals within the Element express the “vision” for each health and human services area while the Objectives express the “tactics” of how the vision will be accomplished. Evaluation measures that provide the means to assess progress toward the Goal, as well as provide input into planning cycles were developed. The evaluation measures addressed: data sources, data collection methods, frequency of reporting, and analysis (output vs. outcome).

Policies were drafted to ensure that Goals were attainable. Policies are the actions that specify what steps Palm Beach County Departments/Divisions will take to implement the Objectives - other agencies and organizations outside the jurisdiction of the County were only cited if there was a commitment by the agency or statutory mandate to be held accountable for that action.

The CAC/HHS recognizes that Policies (actions) are time limited. They (Policies) comprise the Implementation Plan.

**B. Guiding Principles**

- Collective impact  
GP#1: Palm Beach County will pursue a Collective Impact approach for solving specific social problems by committing to work with participating organizations (government agencies, non-profits, community members, etc...) on a common agenda.

**Commented [MP1]:** Guiding Principle topics suggested by Randy Palo. Needs further review. See/Reference “Guiding Principles Definition and Examples of Guiding Principles” document.

**Commented [DR2]:** At the PDIC meeting on February 10, 2020, this wording for the collective impact guiding principle was suggested.

GP#2: Collective impact provides a framework for collaboration, alignment and synergy that will most efficiently maximize community efforts to improve outcomes.

- Racial equity

GP#3: \_\_\_\_\_

- Engagement of community residents

GP#4: \_\_\_\_\_

- Provision of services to vulnerable populations, such as Special Needs, LGBTQ, etc.

GP#6: Palm Beach County, is committed to ensuring services are available for vulnerable populations including, but not limited to, low-income, special needs, LGBTQ, immigrant, and developmentally disabled populations.

- Engagement of the faith-based community in the system of care

- TBD

GP#5: Palm Beach County Financially Assisted Agency funding is designed to fill service gaps or funding gaps in the system of care.

- Provide Examples

**Commented [DR3]:** At the PDIC meeting on February 10, 2020, a recommendation to slightly modify an "Achieve PBC Guiding Principle" was suggested.

**Commented [DR4]:** At the PDIC meeting on February 10, 2020 James mentioned that he would prepare a racial equity guiding principle. Discussion about reviewing racial equity wording that already exists in the Birth to 22 document occurred. The Birth to 22 statement reads as follows: "Equity Agenda Readiness is a right. Birth to 22 aims to ensure that all youth have the opportunity to succeed. Special attention must be paid to ensure equity for youth facing systemic barriers because they are LGBTQ, Black/African American, Hispanic/Latino, English language learners, caregiving, homeless, court-involved, in foster care, have special needs or are presenting with behavioral health concerns.

**Commented [DR5]:** At the PDIC meeting on February 10, 2020 Randy mentioned that he would forward a suggestion for the engagement guiding principle from something he has that CSC uses.

**Commented [DR6]:** At the PDIC meeting on February 10, 2020, Heather and Scot suggested the vulnerable population guiding principle include immigrant and developmentally disabled population.

**Commented [DR7]:** At the PDIC meeting on February 10, 2020, Scot suggested the following guiding principle.

**Commented [DR8]:** At the PDIC meeting on February 10, 2020, James and the PDIC recommended that "examples" of Guiding Principles be provided in the Guiding Principles section.

**Commented [DR9]:** At the PDIC meeting on February 10, 2020, discussion that the definition section be prepared after the final rendition of the Goals, Objectives and Policies within the HHS Element are developed was mentioned. Definitions need to be consistent/compatible with other Comp. Plan Elements (i.e. Housing, Transportation, etc...) and not be broad in nature.

**Commented [DR10]:** Definition of Guiding Principle needs further review and comment. See/Reference "Guiding Principles Definition and Examples of Guiding Principles" document.

### C. **Definitions within new HHS Element.**

Guiding principles are any principles or precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work or the top management (source: The Business Dictionary).

Guiding principles can be seen as guidelines that drive behavior or mindset when executing the strategic and operational plans that lead to an organizations success.

### D. **County Directions & Initiatives**

Palm Beach County will promote, fund and provide services that protect vulnerable populations, with specific focus on reducing the incidence of abuse, neglect and exploitation, institutionalization, and at risk status.

The County will partner with other governmental and community organizations to identify the issues affecting abuse and neglect, institutionalization and at risk status of vulnerable populations.

The County will advocate for services and funding to address the self- sufficiency and economic stability of vulnerable populations. Such efforts may include the provision of local match dollars and allocation of resources.

The Department of Community Services will coordinate and complement services with other governmental and nonprofit organizations to minimize duplication of human and fiscal resources. This will be accomplished by maintaining policies regarding eligibility

determination and services.

The Division of Human Services/Veterans Services will assist eligible individuals and families attain economic stability and self-sufficiency through case management and support.

On an annual basis, the Division of Human Services/Veterans Services will establish and monitor performance standards with regard to client outcomes. These outcomes will be based on Individual Service Plans, and measured by staff caseload, service utilization and other indicators.

The Community Action Program will operate service centers which provide family self-sufficiency, emergency food and shelter, clothing and household items, utility assistance, and other support services to low income individuals and families.

The Division of Senior Services will report incidents of abuse, neglect and exploitation to the Dept. of Children and Families, Adult Protective Services. If a referral is made by Adult Protective Services to the Division of Senior Services, the Division shall respond within 72 hours for individuals designated as high risk.

As one of two lead agencies for the Area Agency on Aging (AAA), the Division of Senior Services will provide community and in-home services that enable adults age 60 and older to remain in the least restrictive setting. These services may include home delivered and congregate meals, respite care, personal care, homemaker services, adult day care, and case management for residents of northern and western Palm Beach County.

The Division of Senior Services will coordinate with Ruth & Norman Rales Jewish Family Services and the Alzheimer's Community Care Association to avoid duplication of administrative processes and services by utilizing the CIRTS database for documentation.

The Palm Beach County Youth Services Department will provide prevention and intervention services to divert at risk youth from the juvenile justice system.

**E. System of Care Evaluation**

To be Determined

### III. PROVISION OF SERVICES

#### **GOAL 1 HOUSING AND HOMELESSNESS**

**Commented [DR11]:** Goal 1 with Objectives and Policies organized by Dr. Cleare

The **GOAL** of Palm Beach County will be to support initiatives that expand the supply of affordable housing and reduce the incidence of substandard housing, fund and provide prevention/intervention services that reduce the incidence of homeless individuals and families. Such efforts will be consistent with the goals and objectives delineated in the Housing Element and the Leading the Way Home: Palm Beach County's Plan to End the Cycle of Homelessness publication.

#### **OBJECTIVE 1.1 – Quality of Services**

**POLICY 1.1-a:** The Department of Community Services will collect and analyze data from departmental information systems and other qualitative means with regard to housing needs of clients.

#### **OBJECTIVE 1.2 - Accessibility**

**POLICY 1.2-a:** The Division of Human Services will serve as the contract monitor for the County's Homeless Resource Center which is the central point of access for homeless services.

**POLICY 1.2-b:** The Division of Human Services will serve as the Collaborative Applicant with the Palm Beach County Homeless Continuum of Care.

**POLICY 1.2-c:** The Division of Human Services will utilize the Client Management Information System database for documentation to avoid duplication of administrative processes and transmit pertinent client information across the continuum of care.

#### **OBJECTIVE 1.3 - Availability**

**POLICY 1.3-a:** The Division of Human Services will assist homeless individuals (emancipated minors and adults over age 18) by providing eviction prevention services, outreach and assessment services, emergency shelter and permanent housing. Eligible individuals may be referred for self-sufficiency services within the Division.

#### **OBJECTIVE 1.4 - Accountability**

**POLICY 1.4-a:** On an annual basis, the Division of Human Services will participate in the assessment of utilization levels, need, and service gaps and the delineation of roles and responsibilities among providers who serve homeless individuals and families in Palm Beach County. This assessment will be used to apply for HUD and other funds to serve the homeless, as well as avoid duplication of effort and resources among providers.

**OBJECTIVE 1.5 - Coordination**

**POLICY 1.5-a:** The Department of Community Services will share data and coordinate with applicable County Departments/Divisions such as the Department of Economic Sustainability and Division of Code Enforcement in their efforts to plan and fund affordable housing and enforce housing standards.

**POLICY 1.5-b:** The Division of Human Services will serve as the Collaborative Applicant with the Palm Beach County Homeless Continuum of Care.

**GOAL 2      EMPLOYMENT**

The GOAL of Palm Beach County and \_\_\_\_\_ will be to.....

**OBJECTIVE 2.1 – Quality of Services**

**POLICY 2.1-a:**

**OBJECTIVE 2.2 - Accessibility**

**POLICY 2.2-a:**

**POLICY 2.2-b:**

**POLICY 2.2-c:**

**OBJECTIVE 2.3 - Availability**

**POLICY 2.3-a:**

**OBJECTIVE 2.4 - Accountability**

**POLICY 2.4-a:**

**OBJECTIVE 2.5 - Coordination**

**POLICY 2.5-a:**

**POLICY 2.5-b:**

**GOAL 3      TRANSPORTATION**

The GOAL of Palm Beach County and \_\_\_\_\_ will be to.....

**OBJECTIVE 3.1 – Quality of Services**

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**POLICY 3.1-a:**

**OBJECTIVE 3.2 - Accessibility**

**POLICY 3.2-a:**

**POLICY 3.2-b:**

**POLICY 3.2-c:**

**OBJECTIVE 3.3 - Availability**

**POLICY 3.3-a:**

**OBJECTIVE 3.4 - Accountability**

**POLICY 3.4-a:**

**OBJECTIVE 3.5 - Coordination**

**POLICY 3.5-a:**

**POLICY 3.5-b:**

**GOAL 4      FOOD**

The GOAL of Palm Beach County and will be to.....

**OBJECTIVE 4.1 – Quality of Services**

**POLICY 4.1-a:**

**OBJECTIVE 4.2 - Accessibility**

**POLICY 4.2-a:**

**POLICY 4.2-b:**

**POLICY 4.2-c:**

**OBJECTIVE 4.3 - Availability**

**POLICY 4.3-a:**

**OBJECTIVE 4.4 - Accountability**

**POLICY 4.4-a:**

**OBJECTIVE 4.5 - Coordination**

**POLICY 4.5-a:**

**POLICY 4.5-b:**

**GOAL 5 HEALTH & WELLNESS**

**Commented [DR12]:** Goal #5 with Objectives and Policies organized by Dr. Cleare

The **GOAL** of Palm Beach County is to promote and provide services that improve access to affordable health care and support a behavioral health integrated system of care which provides a continuum of services from prevention through treatment, thereby promoting the health, safety and quality of life for children, adults and seniors.

**OBJECTIVE 5.1 – Quality of Services**

**POLICY 5.1-a:** Palm Beach County will collaborate with agencies who survey health status, plan and provide services, and monitor systems of care, in order to improve service delivery and health outcomes for recipients of County services.

**POLICY 5.1-b:** Palm Beach County Department of Community Services will collaborate with other behavioral health funders to achieve uniformity and standardization of administrative contracting and community-based outcomes.

**POLICY 5.1-c:** Palm Beach County will support the integration of behavioral and physical health services by focusing on care coordination across treatment stages and modalities in the system of care.

**OBJECTIVE 5.2 - Accessibility**

**POLICY 5.2-a:** The Division of Human Services/Veterans Services will provide technical assistance to veterans with regard to applying for medical benefits.

**POLICY 5.2-b:** The Department of Community Services and the Citizens Advisory Committee on Health and Human Services will collaborate with the Southeast Florida Behavioral Health Network and other organizations to reduce barriers for vulnerable populations to access behavioral health services.

**OBJECTIVE 5.3 - Availability**

**POLICY 5.3-a:** Palm Beach County will collaborate with other community partners in providing health services to enrolled children, including medical, dental, mental health, vision, hearing, and developmental assessment and therapies.

**POLICY 5.3-b:** Palm Beach County will support programs, provide services and collaborate with other organizations with respect to the prevention and intervention of identified population-based health and safety issues.

**POLICY 5.3-c:** Palm Beach County will participate in funding core behavioral health treatment services to assure the health, safety and quality of life of its residents.

**POLICY 5.3-d:** Palm Beach County will collaborate with other behavioral health treatment funders to periodically assess the availability of core behavioral health treatment services for all residents.

**OBJECTIVE 5.4 - Accountability**

**POLICY 5.4-a:** The County will administer grant compliance with the Ryan White program (Part A). Contracted health services include medical, dental, mental health, substance abuse, home health care and case management.

**POLICY 5.4-b:** The assessment of core behavioral health treatment services as defined by SAMSHA will be reviewed by the Palm Beach County Department of Community Services and Citizens Advisory Committee on Health and Human Services on a periodic basis.

**OBJECTIVE 5.5 - Coordination**

**POLICY 5.5-a:** The Department of Community Services will coordinate with the Health Care District as a collaborative agency to ensure pharmaceutical and physician ~~services (as defined in the benefits option)~~ for its clients.

**Commented [DR13]:** Wording deleted as recommended by Dr. Cleare.

**POLICY 5.5-b:** In collaboration with community partners, Palm Beach County will identify its role and responsibility with respect to funding core behavioral health provisions and treatments services.

**POLICY 5.5-c:** Palm Beach County Department of Community Services will coordinate the County's participation in a comprehensive integrated system of care.

**POLICY 5.5-d:** The Citizens Advisory Committee on Health and Human Services and the Department of Community Services will provide a forum for collaboration on behavioral health system of care issues.

**GOAL 6      EDUCATION**

The **GOAL** of Palm Beach County and \_\_\_\_\_ will be to.....

**OBJECTIVE 6.1 – Quality of Services**

**POLICY 6.1-a:**

**OBJECTIVE 6.2 - Accessibility**

**POLICY 6.2-a:**

**POLICY 6.2-b:**

**POLICY 6.2-c:**

**OBJECTIVE 6.3 - Availability**

**POLICY 6.3-a:**

**OBJECTIVE 6.4 - Accountability**

**POLICY 6.4-a:**

**OBJECTIVE 6.5 - Coordination**

**POLICY 6.5-a:**

**POLICY 6.5-b**

**GOAL 7      SAFETY & JUSTICE**

The GOAL of Palm Beach County and \_\_\_\_\_ will be to.....

**OBJECTIVE 7.1 – Quality of Services**

**POLICY 7.1-a:**

**OBJECTIVE 7.2 - Accessibility**

**POLICY 7.2-a:**

**POLICY 7.2-b:**

**POLICY 7.2-c:**

**OBJECTIVE 7.3 - Availability**

**POLICY 7.3-a:**

**OBJECTIVE 7.4 - Accountability**

**POLICY 7.4-a:**

**OBJECTIVE 7.5 - Coordination**

**POLICY 7.5-a:**

**POLICY 7.5-b**

**GOAL 8 CHILDCARE**

The GOAL of Palm Beach County and \_\_\_\_\_ will be to.....

**OBJECTIVE 8.1 – Quality of Services**

**POLICY 8.1-a:**

**OBJECTIVE 8.2 - Accessibility**

**POLICY 8.2-a:**

**POLICY 8.2-b:**

**POLICY 8.2-c:**

**OBJECTIVE 8.3 - Availability**

**POLICY 8.3-a:**

**OBJECTIVE 8.4 - Accountability**

**POLICY 8.4-a:**

**OBJECTIVE 8.5 - Coordination**

**POLICY 8.5-a:**

**POLICY 8.5-b**

**Commented [DR14]:** Goal #8 with Objectives and Policies being prepared by Randy Palo

**IV. IMPLEMENTATION**

Implementation of the Health and Human Services Element is the responsibility of the Palm Beach County Department of Community Services. Implementation will be consistent with the directives from the Board of County Commissioners and County Administration, which will include consideration of recommendations from the Citizens Advisory Committee on Health and Human Services.

**Commented [DR15]:** At the PDIC meeting held on February 10, 2020, Randy mentioned that additional clarification in the Implementation Section may be necessary. Specifically, who is implementing/responsible for each of the Goals, Objectives and Policies and what measurements would be utilized.

**Evaluate Health and Human Service Progress  
(Citizens Advisory Committee on Health and Human Services)**

The Citizens Advisory Committee on Health and Human Services shall report progress and

implementation of the Health and Human Services Element to the Board of County Commissioners on an annual basis.

**Evaluate Health and Human Service Progress  
(Department of Community Services)**

The Department of Community Services shall report progress and implementation of the Health and Human Services element to the Department of Planning, Zoning and Building or other applicable parties as required by the Palm Beach County Comprehensive Plan.

**V. REFERENCES**

**A. Plan Cross-References:**

Cross-references have been indicated after several Goals, Objectives and Policies in the form of footnotes.

### Health and Human Services Element Amendment History

Round	Description	Adoption	OrdNu	Effective	Note*
89-1	Adopted	8/31/1989	1989-17	9/11/1989	
90-1	Stipulated Settlement Agreement Amendments to find Plan in compliance	9/18/1990	1990-32	10/4/1990	Settlement
97-1	EAR Re-write	9/22/1997	1997-33	12/3/1997	
98-1	Minor Revision to Implementation	9/16/1998	1998-43	11/12/1998	
99-1	Managed Growth Tier System consistency addition policy directing Community Services department to develop programs for special needs housing.	8/17/1999	1999-29	10/14/1999	
00-1	To revise and update.	9/18/2000	2000-31	11/14/2000	
01-1	Substantially rewrite the element	8/27/2001	2001-45	10/22/2001	
01-2	Substantially rewrite the element (part 2) to replace Goal 3 and reorder Goals 1 and 4	12/5/2001	2001-78	1/28/2002	
03-1	Minor Revisions to Introduction	8/21/2003	2003-42	10/27/2003	
04-1	To clarify organizational responsibilities regarding policies and programs.	8/24/2004	2004-27	10/29/2004	
05-2	Addition of language promoting physical activity through community design	11/28/2005	2005-55	1/24/2006	
13-2	To make general updates, delete references to Rule 9J-5, reflect the Homelessness Plan	10/28/2013	2013-27	12/8/2013	
15-2	To update references and department names.	10/26/2015	2015-43	12/4/2015	

\* NIE means not in effect - not within element