



PERFORMANCE CLACKAMAS
Strategic Business Plan

Version 2.0

2020





Health, Housing, and Human Services Department

PERFORMANCE CLACKAMAS

Strategic Business Plan

2020

Mission Statement..... 1

Issue Statements..... 2

Strategic Results 4

 Ensuring Access to Safe, Stable Housing 4

 Improving Health Care Access and Integrating Delivery 4

 Providing Equitable Access to Services 5

 Developing a Resilient Organization 5

 Sustaining Public Health and Wellness 5

Department Program Structure 6

Purpose Statements and Performance Measures

 H3S Administration 7

 Director’s Office Team 7

 Behavioral Health Division 8

 Safety Net Services 8

 Behavioral Health System of Care 9

 Prevention and Stigma Reduction..... 9

 Peer Delivered 9

 Behavioral Health Administration 10

 Children, Family & Community Connections 11

 Weatherization 11

 Workforce 11

 Prevention Services..... 12

 Health Centers 13

Primary Care	13
Dental	13
Behavioral Health Clinics.....	14
Gladstone Pediatric Clinic and School-Based Health Centers.....	14
Health Centers Administration.....	15
Housing & Community Development	16
Community Development.....	16
Housing Authority of Clackamas County.....	17
Public Health.....	18
Public Health Administration	18
Environmental Health	18
Population Health Strategies	19
Access to Care.....	19
Center for Public Health Advancement.....	19
Infectious Disease Control & Prevention	20
Vital Statistics.....	20
Social Services.....	21
Social Services Administration	21
Developmental Disabilities	22
Volunteer Connection.....	22
Veterans Service	22
Housing Support	23
Oregon Project Independence	23
Aging and Disability Resource Connection.....	24
Energy Assistance	24
Appendix A: Service Listing by Program.....	25
H3S Administration	26
Behavioral Health Division.....	27
Children, Family & Community Connections	30
Health Centers	32
Housing & Community Development	35
Public Health.....	37
Social Services.....	40
Appendix B: Glossary	44

Mission Statement

The mission of the Health, Housing, and Human Services Department is to provide access, coordination, healthcare, housing, and prevention services to individuals, families, and communities so they can experience inclusion, prosperity, and an improved quality of life.



Healthy Families. Strong Communities.

Issue Statements

1. The population of older, vulnerable adults in Clackamas County continues to increase at a substantial rate. If not strategically addressed, this will result in:
 - Increase in older adults who are unable to remain in their homes
 - Increased physical health issues including falls and hypertension
 - Increase in family members missing work to care for their loved ones
 - Decrease in contributions to the community, volunteering, etc.
 - Increased mental health issues including depression and substance abuse due to isolation
 - Increase in costs to other systems like Medicaid, Fire and Rescue response, etc.

2. The widespread incidences of infectious diseases, coupled with population growth, inadequate means to monitor the spread of disease, and increasingly less effective treatments, if not addressed will result in:
 - Increased fatalities among children and the elderly
 - Increased exposure and outbreaks
 - Increased healthcare costs
 - Increased drug resistant diseases
 - Increased impact on small businesses and unemployment
 - Inadequate response

3. The most vulnerable populations in our community do not enjoy equitable access to Health, Housing, and Human Services (H3S) programming. If not addressed this will result in:
 - Increased homelessness
 - Lack of access to healthcare
 - Decline in emotional wellness
 - Increase in addiction
 - Continual decline in high school graduation rates
 - Increase incidence of poor health and bad outcomes for vulnerable individuals
 - Children who are permanently behind their school peers
 - Entrenched generational poverty
 - Entrenched urban and rural divide

4. The continued lack of understanding that mental health is part of an individual's overall health and wellness if not addressed, will result in:
 - Fewer individuals accessing mental health and addiction and dependency (A&D) treatment services than the number who are struggling with these conditions
 - Stigma regarding mental health and A&D conditions is perpetuated
 - Clackamas County residents will continue to die of suicide
 - Individuals and families will continue to be isolated and alone in their distress
 - Funding not directed to mental health and A&D as it appears we have a "healthy" community
 - Increase in missed work days, job loss, and family stress

5. There is an extreme shortage of housing affordable to low- and moderate-income residents. If unaddressed, this will lead to:
 - Increase in homelessness
 - Increased cost in delivery of other county services
 - Increase in mental and physical health issues (including addictions)
 - Poor educational results for children
 - Increase in unemployment and/or people living paycheck to paycheck with no savings
 - Increase in people living long distances from transportation, jobs, and food
 - Increase in rent-burdened individuals who struggle with stress and affording basic needs

6. Changes in federal, state, and local policies and budgets may severely limit the ability to maintain or build upon Clackamas County's healthcare safety net^G. If not anticipated and effectively addressed, this will result in:
 - Increase in illnesses resulting in missed days at school and work
 - Decline in oral health resulting in increased health risks
 - Loss of prevention services – we become a reactive rather than proactive system
 - Bigger demand on crisis side of health care and corrections system
 - Increase in risk of infectious disease

7. H3S services are not always planned and delivered in a systematically cooperative, integrated manner. If continued, this will result in:
 - Increased incidence of housing instability
 - Increased incidence of poor health outcomes
 - Increased incidence of unstable families
 - Increased incidence of unstable employment relationships for vulnerable populations
 - Increased incidence of addictive behaviors in vulnerable populations
 - Missed opportunities for success in serving customers
 - Perpetuation of silo-ed line staff perspectives
 - Increase in unnecessary costs

8. During this time of extraordinary changes, H3S's resiliency^G will allow us to:
 - Continue to provide quality service
 - Maintain and support a strong and stable workforce
 - Deliver programs efficiently
 - Continue to develop collaborative relationships in service delivery
 - Fulfill the promise of Performance Clackamas

^G 'G' marks terms that are defined in the Glossary (Appendix B; page 44).

Strategic Results

Ensuring Access to Safe, Stable Housing

1. Clackamas County residents will experience opportunities for safe, stable, and affordable housing, as evidenced by:

- By 2025, 1,500 affordable housing units will be developed*. Those units will be stratified across Area Median Income (AMI) ranges approximately as shown below. (County Plan Result 2020)

Lead responsibility	Units	AMI
All County	700	61-110%
Mostly H3S	800	0-60%

* Included in the overall count are rehabbed units, and units at various construction phases (Viable, Committed, In Development, and Completed).

- By 2023, 30% reduction of chronically homeless people on the Coordinated Housing Access^G waitlist. (County Plan Result 2020)
- By 2023, 30% reduction in the homeless children and youth (24 and under) on the Coordinated Housing Access waitlist. (County Plan Result 2020)

Improving Health Care Access and Integrating Delivery

2. Clackamas County residents experiencing physical and mental health issues will have access to the services, awareness training, and support they need as evidenced by:

- By 2025, 95% of residents seeking Behavioral Health services will receive a response within one business day of expressing need. (Behavioral Health System of Care, with a related measure in Health Centers: Behavioral Health Clinics)
- By 2025, there will be no suicides in Clackamas County. (Director's Office and Behavioral Health: Prevention and Stigma Reduction)
- By the end of 2020, H3S will launch a No Wrong Door^G initiative. (Director's Office coordination across Divisions.)
- By 2022, safety-net clients seeking services (within the County and with community-based organizations) will experience warm-handoff referrals through the initiative. (Director's Office coordination across Divisions.)

Providing Equitable Access to Services

3. Clackamas County's most vulnerable residents will experience improved access to and engagement in H3S services as evidenced by:
 - By 2023, all H3S divisions will collect, analyze, and report Equity, Diversity, and Inclusion data in a consistent and standardized manner. (Director's Office coordination across Divisions.)
 - By 2024, the demographics of H3S service recipients will mirror the county's most vulnerable population. (Director's Office coordination across Divisions.)
 - By 2025, H3S customers measured via client feedback surveys will report no disparities in their experience across demographics. (Director's Office coordination across Divisions.)

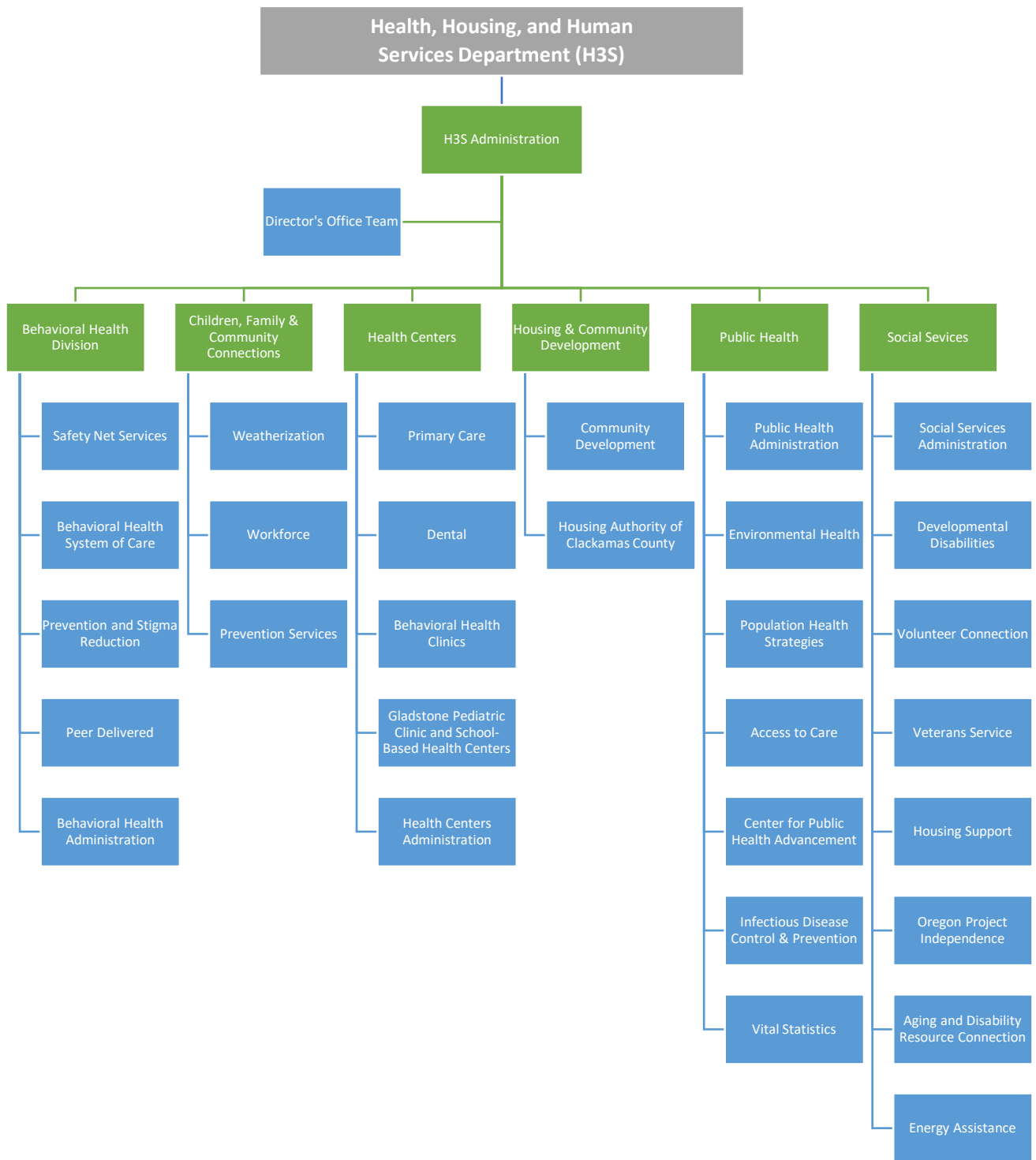
Developing a Resilient Organization

4. Clackamas County residents will experience H3S as a more resilient and trauma-informed⁶ organization as evidenced by:
 - By 2025, 85% of client survey respondents will agree or strongly agree that they were treated with courtesy and respect. (Director's Office coordination across Divisions.)
 - By 2024, 90% of H3S Employee Satisfaction Survey respondents will indicate that employees are showing each other respect and support. (Director's Office coordination across Divisions.)

Sustaining Public Health and Wellness

5. All Clackamas County's residents will experience a culture in which individual, family, and community health is improved and sustained through public policy and service delivery as evidenced by:
 - By 2022, opioid prescription fills per 1,000 residents will decrease to 155 or lower. (Public Health: Population Health Strategies.)
 - By 2023, 11th grade tobacco use (including e-cigarettes) will be reduced to 20%. (Public Health: Population Health Strategies.)

Department Program Structure





H3S Administration

The purpose of the H3S Administration Line of Business is to provide leadership and guidance services to the H3S Divisions and key internal and external stakeholders so they can meet service and program goals, have confidence in H3S, and seek out H3S for resources and guidance.

Key Result Measure

70% of results in H3S Performance Clackamas plan are met by divisions (or are on target).

Program(s)

- Director’s Office Team

Director’s Office Team

The purpose of the Director’s Office Team is to provide coordination, direction, research, alignment, instruction, budget, contracting, and support services to H3S staff so they can meet service and program goals at a high level.

Performance Measures

TYPE	MEASURE DESCRIPTION
STRATEGIC RESULT	<ul style="list-style-type: none"> • By 2025, 85% of client survey respondents will agree or strongly agree that they were treated with courtesy and respect. • By 2024, 90% of H3S Employee Satisfaction Survey respondents will indicate that employees are showing each other respect and support. • By 2025, there will be no suicides in Clackamas County. • By 2023, all H3S divisions will collect, analyze, and report Equity, Diversity, and Inclusion data in a consistent and standardized manner. • By 2024, the demographics of H3S service recipients will mirror the county’s most vulnerable population. • By 2025, H3S customer experience measured via client feedback surveys will show no disparities across demographics.
RESULT	<ul style="list-style-type: none"> • 70% of results in H3S Performance Clackamas plan are met by divisions (or are on target). • % of H3S managers and supervisors attending both Lean⁶ Leadership classes.
OUTPUT	<ul style="list-style-type: none"> • # Lean Leadership class attendees. • # Lean Learner class attendees. • # H3S Divisions with active Zero Suicide Implementation Teams. • # previously homeless veterans transitioning from Vets Village into housing.
MILESTONE	<ul style="list-style-type: none"> • By the end of 2020, H3S will launch a No Wrong Door initiative. • By 2022, safety-net clients seeking services (within the County and with community-based organizations) will experience warm-handoff referrals through the initiative.

Services: Listing on page 26.



Behavioral Health Division

The purpose of the Behavioral Health Division Line of Business is to work collaboratively with community partners to ensure the provision of coordination, support, outreach, education, and treatment services to Clackamas County residents so they can achieve their mental health and addiction recovery goals.

Key Result Measures

75% of Medicaid and uninsured safety net clients will engage with their initial provider or community support referral.

70% of Get Trained to Help⁶ participants report taking action(s) they would not have otherwise taken.

80% of customers feel their quality of life has improved as measured by self-reported survey.

By 2025, 95% of residents seeking Behavioral Health services will receive a response within one business day of expressing need.

Programs

- Safety Net Services
- Behavioral Health System of Care
- Prevention and Stigma Reduction
- Peer Delivered
- Behavioral Health Administration

Safety Net Services

The purpose of the Safety Net Services Program is to provide low barrier and timely trauma-informed crisis, safety net, and monitoring services to individuals with a high level of behavioral health need and risk so they can connect with community supports and services, reduce their reliance on higher levels of care, and remain safely in the community.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 85% of Medicaid and uninsured patients do not get readmitted to a hospital within 30 days. • 70% of safety net clients, receiving jail diversion services, do not get re-arrested in Clackamas County within 90 days. • 75% of Medicaid and uninsured safety net clients will engage with their initial provider or community support referral.
OUTPUT	<ul style="list-style-type: none"> • # safety net services provided (assessments, outreach, medication management, walk-ins, etc.). • # safety net clients served. • # 24-7 Crisis calls.
DEMAND	<ul style="list-style-type: none"> • # safety net services requested.
EFFICIENCY	<ul style="list-style-type: none"> • \$ / individual who receive billable services.

Services: Listing on page 27.

Behavioral Health System of Care

The purpose of the Behavioral Health System of Care Program is to provide coordination, support, assessment, and referral services to Clackamas County residents so they can access behavioral health resources that match their needs.

Performance Measures

TYPE	MEASURE DESCRIPTION
STRATEGIC RESULT	<ul style="list-style-type: none"> By 2025, 95% of residents seeking Behavioral Health services will receive a response within one business day of expressing need.
RESULT	<ul style="list-style-type: none"> 75% of Choice^g clients will have their primary care provider and dentist charted. Children’s Wraparound Program will be operating at or above 80% capacity.
OUTPUT	<ul style="list-style-type: none"> # authorization decisions. # youth enrolled in Children’s Wraparound Program. Total number of Wraparound^g referrals submitted (including contractually obligated).

Services: Listing on pages 27-28.

Prevention and Stigma Reduction

The purpose of the Prevention and Stigma Reduction Program is to provide consultation and education services to Clackamas County residents so they can promote and support behavioral health in their lives and community.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> 70% of Get Trained to Help participants report taking action(s) they could have not otherwise taken.
OUTPUT	<ul style="list-style-type: none"> # older adult case consultations. # suicide screenings (Columbia Screening). # individuals who received Postvention^g services. # community members trained through Get Trained to Help.

Services: Listing on page 28.

Peer Delivered

The purpose of the Peer Delivered Services Program is to provide peer outreach, support, and recovery services to residents of Clackamas County experiencing mental health or addiction issues so they can partner with someone with a similar life experience to advocate for themselves and define and achieve their own recovery goals that lead to an increased quality of life.

Performance Measures

TYPE	MEASURE DESCRIPTION
------	---------------------

RESULT	<ul style="list-style-type: none"> • 80% of customers feel their quality of life has improved as measured by self-reported survey.
OUTPUT	<ul style="list-style-type: none"> • # youth and adult drop-in center visits. • # individuals served.
EFFICIENCY	<ul style="list-style-type: none"> • \$ / individual served.

Services: Listing on page 28.

Behavioral Health Administration

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, and personnel support services to Behavioral Health management and staff so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 90% of vouchers/invoices processed within 15 days. • 90% of contracts renewed prior to expiration date. • 100% of grievances resolved within 30 days. • % of customers reporting satisfied or highly satisfied with the service(s) they receive from the Administration Program.
OUTPUT	<ul style="list-style-type: none"> • # contracts processed per quarter. • # invoices processed per quarter. • # grievances per quarter.

Services: Listing on pages 28-29.



Children, Family & Community Connections

The purpose of the Children, Family & Community Connections Line of Business is to provide prevention, education, employment, and weatherization services to vulnerable residents of Clackamas County so they can experience healthy home, work, and school environments.

Key Result Measures

% decrease in energy costs.

55% of jobseekers in County-funded programs will retain employment for 90 days.

% of client families that are healthy, stable, and attached.

Programs

- Weatherization
- Workforce
- Prevention Services

Weatherization

The purpose of the Weatherization Program is to provide energy education, dwelling assessment, and energy efficiency services to lower-income county residents so they can experience decreased energy costs and increased comfort, health, and safety in their homes.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • % decrease in energy costs.
OUTPUT	<ul style="list-style-type: none"> • # homes weatherized. • # people reached/served via energy education.
DEMAND	<ul style="list-style-type: none"> • Waitlist of weatherization requests.

Services: Listing on page 30.

Workforce

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents² of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 55% of jobseekers in County-funded programs will retain employment for 90 days.

² The program also works closely with local business partners to connect job seekers with meaningful employment opportunities and foster successful long-term job placement.

OUTPUT	<ul style="list-style-type: none"> • # clients served who obtain employment.
--------	---

Services: Listing on pages 30-31.

Prevention Services

The purpose of the Prevention Services Program is to provide equitable prevention, early intervention and system coordination services to the most vulnerable children, youth and families in Clackamas County so they can experience safe and stable home environments and academic progress.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • % of client families that are healthy, stable, and attached³. • % of clients with a domestic violence safety plan and/or increased knowledge and resources. • % of youth maintaining or improving grades (measured 3 out of 4 quarters). • % of parent education class/workshop attendees that felt their skills were improved.
OUTPUT	<ul style="list-style-type: none"> • # registering for parent education classes and workshops (early learning).

Services: Listing on page 31.

³ Defined as families with a connection to services such as: a medical/dental primary provider and insurance, developmental screening, basic needs resources, family advocates, early childhood and behavioral health specialists, employment support, etc.



Health Centers

The purpose of the Health Centers Line of Business is to provide patient-centered health care services to vulnerable populations so they can experience improved physical, dental, and behavioral health wellness.

Key Result Measures

75% of patients diagnosed with diabetes will have blood sugars under control (Hemoglobin A1c <=9).

46% of children (age 1-14) seen will receive preventative dental services.

85% of clients 12 and older will be screened for suicide risk at their initial intake and/or annual assessment, and as clinically needed.

70% of School-Based Health Centers clients ages 5-21 will receive a comprehensive health assessment during the year.

90% of patients reporting overall satisfaction on follow-up survey.

Programs

- Primary Care
- Dental
- Behavioral Health Clinics
- Gladstone Pediatric Clinic and School-Based Health Centers
- Health Centers Administration

Primary Care

The purpose of the Primary Care Program is to provide patient-centered health care services to vulnerable populations so they can experience improved health.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 75% of patients diagnosed with diabetes will have blood sugars under control (Hemoglobin A1c <=9). • 82% of child patients (age 2 and younger) will have complete immunizations.
OUTPUT	<ul style="list-style-type: none"> • # primary care visits.
DEMAND	<ul style="list-style-type: none"> • # days from request for service to delivery of service (3rd next available appointment⁶).

Services: Listing on page 32.

Dental

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 46% of children (age 1-14) seen will receive preventative dental services. • % of opioid prescriptions in relation to total prescriptions will be ≤ 10% • 70% of patients who missed an appointment will receive a follow-up call to reschedule.
OUTPUT	<ul style="list-style-type: none"> • # dental visits.
DEMAND	<ul style="list-style-type: none"> • # business days from request for dental service to delivery of service (3rd next available appointment).

Services: Listing on page 32.

Behavioral Health Clinics

The purpose of the Behavioral Health Clinic Program is to provide specialty behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 85% of clients 12 and older screened for suicide risk at their initial intake and/or annual assessment, and as clinically needed. • 60% of clients actively using an outcome measurement tool. • 80% of clients seeking intake assessment are seen within 2 business days.
OUTPUT	<ul style="list-style-type: none"> • # completed behavioral health encounters.
DEMAND	<ul style="list-style-type: none"> • # individuals seeking intake assessment (via open access).

Services: Listing on pages 32-33.

Gladstone Pediatric Clinic and School-Based Health Centers

The purpose of the Gladstone Pediatric Clinic and School-Based Health Centers Program is to provide primary care and other health care services to children and youth so they can experience improved overall health.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 82% of child patients (age 2 and younger) will have complete immunizations. • 70% of School-Based Health Centers clients ages 5-21 will receive a comprehensive health assessment during the year.
OUTPUT	<ul style="list-style-type: none"> • # pediatric care visits. • # of School-Based Health Center visits.
DEMAND	<ul style="list-style-type: none"> • # days from request for service to delivery of service (3rd next available appointment).

Services: Listing on page 33.

Health Centers Administration

The purpose of the Health Centers Administration Program is to provide leadership and direction, policy development, contract and grant coordination, quality management, budget control, fiscal oversight, medical billing, medical records management, and personnel support services to Health Center's management and staff so they can provide high quality and affordable health care to the County's most vulnerable residents.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"><li data-bbox="418 550 1247 581">• 90% of patients reporting overall satisfaction on follow-up survey.<li data-bbox="418 583 1393 617">• 100% of patient and staff safety incidents are fully documented and reviewed.

Services: Listing on pages 33-34.

Housing & Community Development

The purpose of Housing & Community Development Line of Business is to provide housing, shelter, revitalization, and supportive services to individuals and families in need so they can experience healthy, safe, and affordable housing in neighborhoods with improved access to services.

Key Result Measures

85% of houseless individuals served by Continuum of Care^G (CoC) programs will move to or maintain stable housing.

90% of Section 8^G voucher recipients are successful in finding housing and using their voucher.

Programs

- Community Development
- Housing Authority of Clackamas County

Community Development

The purpose of the Community Development Program is to provide affordable housing, housing rehabilitation, neighborhood revitalization, supportive and houseless services to low- and moderate-income individuals and families so they can feel secure in healthy, safe, stable housing and live in neighborhoods where they have improved access to services.

Performance Measures

TYPE	MEASURE DESCRIPTION
STRATEGIC RESULT	<ul style="list-style-type: none"> • By 2023, 30% reduction of chronically homeless people on the Coordinated Housing Access waitlist. • By 2023, 30% reduction in the homeless children and youth (24 and under) on the Coordinated Housing Access waitlist.
RESULT	<ul style="list-style-type: none"> • 85% of houseless individuals served by CoC programs move to or maintain stable housing.
OUTPUT	<ul style="list-style-type: none"> • # homes rehabilitated. • # households receiving Critical Repair and Home Access Grants. • # low-income people served through public services or facilities. • # new affordable housing units completed (with HOME funds).
DEMAND	<ul style="list-style-type: none"> • # houseless persons: <ul style="list-style-type: none"> ○ Screened by Coordinated Housing Access (CHA). ○ Chronically homeless on CHA waitlist. ○ Homeless children and youth on CHA waitlist. ○ Unsheltered veterans in the County (from Point-in-Time count).
EFFICIENCY	<ul style="list-style-type: none"> • \$ program expenditure per person served (not including CoC). • \$ program expenditure (CoC) per houseless person served.

Services: Listing on page 35.

Housing Authority of Clackamas County

The purpose of the Housing Authority of Clackamas County is to provide voucher, public housing, development, maintenance, resident, and supportive services to individuals and families in need so they can experience stable, affordable, and quality housing.

Performance Measures

TYPE	MEASURE DESCRIPTION									
STRATEGIC RESULT	<ul style="list-style-type: none"> By 2025, 1,500 affordable housing units will be developed*. Those units will be stratified across Area Median Income (AMI) ranges approximately as shown below. <table border="1" data-bbox="548 590 1321 699"> <thead> <tr> <th data-bbox="548 590 873 623">Lead responsibility</th> <th data-bbox="873 590 1094 623">Units</th> <th data-bbox="1094 590 1321 623">AMI</th> </tr> </thead> <tbody> <tr> <td data-bbox="548 623 873 657">All County</td> <td data-bbox="873 623 1094 657">700</td> <td data-bbox="1094 623 1321 657">61-110%</td> </tr> <tr> <td data-bbox="548 657 873 699">Mostly H3S</td> <td data-bbox="873 657 1094 699">800</td> <td data-bbox="1094 657 1321 699">0-60%</td> </tr> </tbody> </table> <p data-bbox="561 705 1382 758">* Included in the overall count are rehabbed units, and units at various construction phases (Viable, Committed, In Development, and Completed).</p>	Lead responsibility	Units	AMI	All County	700	61-110%	Mostly H3S	800	0-60%
Lead responsibility	Units	AMI								
All County	700	61-110%								
Mostly H3S	800	0-60%								
RESULT	<ul style="list-style-type: none"> 90% of Section 8 voucher recipients are successful in finding housing and using their voucher. 60% of Family Self Sufficiency clients increase their wages. Participants experience a 70% increase in overall income becoming more self-sufficient. 									
OUTPUT	<ul style="list-style-type: none"> Public Housing residents enrolled in credit building program increase credit score to 660 or above. Maintain 98% occupancy rate in Public Housing properties. 									
EFFICIENCY	<ul style="list-style-type: none"> 85% of vacated units are made ready for new residents within 15 days. 									

Services: Listing on pages 35-36.



Public Health

The purpose of the Public Health Line of Business is to provide environmental health inspections and licenses, policy and assessment, access to care, infectious disease control, and education services to residents and businesses so the public can appropriately prevent, respond, and take action to ensure clean and safe places and a healthy population.

Key Result Measures

% of routine licensed facility inspections completed within a calendar year.

By 2023, 11th grade tobacco use (including e-cigarettes) will be reduced to 20%. (STRATEGIC RESULT)

By 2022, opioid prescription fills per 1,000 residents will decrease to 155. (STRATEGIC RESULT)

60% of Medicaid eligible pregnant women enrolled in Women, Infants, and Children Program (WIC).

Achieve a 90% or higher response time every month for emergency medical services providers.

Rate of gonorrhea incidence per 100,000.

Programs

- Public Health Administration
- Environmental Health
- Population Health Strategies
- Access to Care
- Center for Public Health Advancement
- Infectious Disease Control & Prevention
- Vital Statistics

Public Health Administration

The purpose of the Public Health Administration Program is to provide contract and grant coordination and compliance, budget control and fiscal management, and personnel recruitment, retention, and maintenance services to Public Health management and staff so they can experience continued and predictable funding to carry out Public Health initiatives.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 85% of contracts (new and renewals) processed within 60 days. • 100% of staff members have an Individual Development Plan. • % of grants applied for that are awarded.
OUTPUT	<ul style="list-style-type: none"> • # grants awarded.

Services: Listing on page 37.

Environmental Health

The purpose of the Environmental Health Program is to provide environmental health inspections, licenses, and education services to restaurants, childcare providers, lodging, pools, and small drinking water systems so they can continue to operate in a healthy and safe manner for the public.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none">• % of routine licensed facility inspections completed within a calendar year.
OUTPUT	<ul style="list-style-type: none">• # inspections completed yearly.

Services: Listing on page 37.

Population Health Strategies

The purpose of the Population Health Strategies Program is to provide collaborative policy and systems assessment, development, and implementation services to family and community leaders so they can take action to support healthy, clean, and safe places to live, work, and play.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none">• By 2023, 11th grade tobacco use (including e-cigarettes) will be reduced to 20%⁴. (STRATEGIC RESULT)• By 2022, opioid prescription fills per 1,000 residents will decrease to 155⁵. (STRATEGIC RESULT)
OUTPUT	<ul style="list-style-type: none">• # <i>Health and Safety in all Policy</i> tactics deployed (e.g., workgroups, presentations)

Services: Listing on pages 37-38.

Access to Care

The purpose of the Access to Care Program is to provide coordinated opportunities for care, referrals, education, and support services to eligible residents so they can get the care they need to improve their health.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none">• 60% of Medicaid eligible pregnant women enrolled in WIC.• % of kindergarten non-medical exemptions.
OUTPUT	<ul style="list-style-type: none">• # Oregon Reproductive Health program providers in Clackamas County.

Services: Listing on page 38.

Center for Public Health Advancement

The purpose of the Center for Public Health Advancement is to provide health data information, policy development and recommendations, research, emergency preparedness, and public health

⁴ Measured at roughly 25% in 2017 and 2019.

⁵ 155 by 2022 would equal a 25% decrease over 5 years.

communications and messaging services to county and community partners so they can access the tools they need to improve the identified health priorities within the 10 health equity zones⁶.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • Achieve a 90% or higher response time every month for emergency medical services providers. • Achieve a 90% or higher on the Public health modernization assessment score (related to foundational capabilities). • 80% of Public Health partners will have a strength rating of 3 or higher (i.e., at least 'moderate' on a 5-point rating scale).
OUTPUT	<ul style="list-style-type: none"> • # Public Health partners.

Services: Listing on page 38.

Infectious Disease Control & Prevention

The purpose of the Infectious Disease Control & Prevention Program is to provide, in partnership with the healthcare community, disease monitoring, prevention, investigation, and control services to the residents of Clackamas County so they can be protected from the spread of infectious diseases of public health significance.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • Rate of gonorrhea incidence per 100,000. • % of syphilis cases with investigative files that contain risk factor information. • % of active tuberculosis cases receiving appropriate treatment.
OUTPUT	<ul style="list-style-type: none"> • # active tuberculosis cases receiving appropriate treatment.

Services: Listing on pages 38-39.

Vital Statistics

The purpose of the Vital Statistics Program is to provide birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 95% of death certificates processed same day received (within 24 hours).
OUTPUT	<ul style="list-style-type: none"> • # death certificates issued.

Services: Listing on page 39.

Social Services

The purpose of the Social Services Line of Business is to provide case management, financial support, information and referral, meaningful opportunities, and advocacy services to older adults, people with disabilities, Veterans, low income, and houseless persons so they can meet their basic needs, receive benefits they have earned, have choice in their life decisions, and successfully engage in their community.

Key Result Measures

% of participants who say they have control and choice over their lives.

% of volunteers who feel their service is meaningful.

\$\$ in new claims granted for Clackamas County Veterans.

75% of households served, through permanent and transitional housing, move to or maintain stable housing.

85% of Energy Assistance clients receive assistance prior to energy shutoff.

Programs

- Social Services Administration
- Developmental Disabilities
- Volunteer Connection
- Veterans Service
- Housing Support
- Oregon Project Independence
- Aging and Disability Resource Connection
- Energy Assistance

Social Services Administration

The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel, and general support services⁶ to Social Services management and staff so they can provide high quality services to the County’s vulnerable residents.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • % of grants applied for that are received. • % of audits that result in zero fiscal findings.
OUTPUT	<ul style="list-style-type: none"> • # contracts processed. • # walk-ins seen in reception. • # public transit rides delivered.

Services: Listing on page 40.

⁶ Program staff also coordinate miscellaneous direct services such as a local transportation system on Mt Hood.

Developmental Disabilities

The purpose of the Developmental Disabilities Program is to provide coordination of chosen home and community-based social services to individuals with intellectual and/or developmental disabilities so they can have control and choice over their own life and achieve their desired goals.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • % of participants who say they have control and choice over their lives. • % of participants who say they achieve their goals. • % of abuse allegations that are reported within 24 hours of first knowledge.
OUTPUT	<ul style="list-style-type: none"> • # individuals served. • Average case load: kid team. • Average case load: adult team. • # eligibility determinations completed.
EFFICIENCY	<ul style="list-style-type: none"> • % of state-contracted qualifying encounters conducted.

Services: Listing on pages 40-41.

Volunteer Connection

The purpose of the Volunteer Connection Program is to create meaningful volunteer opportunities that increase the capacity to provide independent living supports to older adults and persons with disabilities so they can increase or maintain their livelihood and independence.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • % of volunteers who feel their service is meaningful. • % of clients or caseworkers who report that the service increases or maintains their independence.
OUTPUT	<ul style="list-style-type: none"> • # program participants served. • # volunteer hours worked.
EFFICIENCY	<ul style="list-style-type: none"> • # volunteers hours per Volunteer Connection employee FTE.

Services: Listing on page 41.

Veterans Service

The purpose of the Veterans Service Program is to provide Veterans Affairs claims consultation and representation services to Clackamas County Veterans and their eligible dependents so they can obtain the maximum federal and state benefits to which they are entitled.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • \$\$ in new claims granted for Clackamas County Veterans (annually with a two-year lag).
OUTPUT	<ul style="list-style-type: none"> • # claims filed.
EFFICIENCY	<ul style="list-style-type: none"> • Return on Investment: Claim dollars generated for every dollar spent on the Veterans Service Program.

Services: Listing on page 41.

Housing Support

The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or at risk of becoming homeless so they can obtain and maintain permanent housing.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • 75% of households served, through permanent and transitional housing, move to or maintain stable housing. • 65% of households have retained permanent housing 6 months after program completion.
OUTPUT	<ul style="list-style-type: none"> • # individuals served. • # households served.
DEMAND	<ul style="list-style-type: none"> • # households on the CHA waitlist. • # Housing Rights and Resources Program calls.

Services: Listing on page 42.

Oregon Project Independence

The purpose of the Oregon Project Independence Program is to provide needs assessment, information, service coordination, and advocacy services to persons 60 years of age or older with physical or cognitive challenges who meet eligibility criteria so they can eliminate or reduce risks to their safety and independence.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none"> • % of clients who exited the program and did not enter Medicaid Long-Term Services and Support.
OUTPUT	<ul style="list-style-type: none"> • # clients served. • # hours provided to clients. • Average # years in program. • Estimated Medicaid Long-Term Services and Supports savings.
DEMAND	<ul style="list-style-type: none"> • # potential clients on waitlist.

Services: Listing on page 42.

Aging and Disability Resource Connection

The purpose of the Aging and Disability Resource Connection Program is to provide needs assessment, information, service coordination, and advocacy services to older adults, persons with disabilities, vulnerable individuals, and other interested parties so they can get information they need to achieve their desired outcomes.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none">• % of people whose goals have been met.
OUTPUT	<ul style="list-style-type: none">• # referrals (Information & Referral).• # calls (Information & Referral).• # people served (including walk-ins, care transitions, options counseling, calls, and community court).

Services: Listing on page 42-43.

Energy Assistance

The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and education services to income eligible households in Clackamas County so they can reduce their energy expenses.

Performance Measures

TYPE	MEASURE DESCRIPTION
RESULT	<ul style="list-style-type: none">• 85% of Energy Assistance clients receive assistance prior to energy shutoff.• % of households that are first-time assistance recipients.• % of participants served who are seniors and/or have a disability.
OUTPUT	<ul style="list-style-type: none">• \$ paid to alleviate energy costs.• # households receiving assistance.• # households completing energy education class series.• # payments made to restore service.

Services: Listing on page 43.

Appendix A: Service Listing by Program

H3S Administration

Program(s)

- Director’s Office Team

Director’s Office Team

The purpose of the Director’s Office Team is to provide coordination, direction, research, alignment, instruction, budget, contracting, and support services to H3S staff so they can meet service and program goals at a high level.



Services

- Strategic Plans
- Tracked Bills (Legislative Agenda Coordination)
- Alignment with BCC & County Admin
- Liaison with other County Internal Services on behalf of Divisions (TS, Facilities, Budget/Procurement, HR, etc.)
- Department-wide Policies and Procedures
- Inter-Department Coordination and Relationships
- Approved Budgets and Contracts
- Coordinated Department-wide Events and Meetings
- Organizational and Management Development Sessions
- New Employee Orientation Classes
- Coordinated Grant Applications
- Community Outreach, Education, and Engagement Efforts
- Communication Materials & Promotions for H3S (via PGA)
 - Web Pages
 - Public Information
 - Printed Materials
- Lean Training Classes
- Department Data Quality Standards/Policies
- Aligned Multi-Division Workgroups
- Program and Policy Evaluation Studies
- Performance Clackamas Consultations
- Strategic Housing Plans and Resource Coordination
- Standardized Financial Reports

Behavioral Health Division

Programs

- Safety Net Services
- Behavioral Health System of Care
- Prevention and Stigma Reduction
- Peer Delivered
- Behavioral Health Administration



Safety Net Services

The purpose of the Safety Net Services Program is to provide low barrier and timely trauma informed crisis, safety net, and monitoring services to individuals with a high level of behavioral health need and risk so they can connect with community supports and services, reduce their reliance on higher levels of care, and remain safely in the community.

Services

- Mental health crisis and urgent walk-in services
- Involuntary Commitments
- Mobile Crisis Responses
- Jail Diversions
- 24-7 Crisis Line Responses
- Psychiatric Security Review Board Decisions
- Assessments
- Managed Medications
- Case Management
- Crisis Stabilization Therapy Sessions
- Basic Needs Support/Interventions
- Intensive Transition Team Members
- Community Outreach Team Members

Behavioral Health System of Care

The purpose of the Behavioral Health System of Care Program is to provide coordination, support, assessment, and referral services to Clackamas County residents so they can access behavioral health resources that match their needs.

Services

- Care Coordination (Mental Health / Substance Use Disorders)
- Resource Coordination
- Residential Services
- Wrap Around Services

- Choice Support
- Provider Support

Prevention and Stigma Reduction

The purpose of the Prevention and Stigma Reduction Program is to provide consultation and education services to Clackamas County residents so they can promote and support behavioral health in their lives and community.

Services

- Suicide Prevention Trainings, Plans, and Policies
- Older Adult Care Plans
- Behavioral Health Get Trained to Help Classes
- Stigma Reduction Efforts
- Threat Assessments
- Community Education Sessions

Peer Delivered

The purpose of the Peer Delivered Services Program is to provide peer outreach, support, and recovery services to residents of Clackamas County experiencing mental health or addiction issues so they can partner with someone with a similar life experience to advocate for themselves and define and achieve their own recovery goals that lead to an increased quality of life.

Services

- Crisis Peer Support
- Peer Wrap Around Plans
- Jail In-reach Efforts
- Youth and Adult Drop in Center Interactions
- Warm Line Responses
- Residential Support
- Population-Specific Peer Services

Behavioral Health Administration

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, and personnel support services to Behavioral Health management and staff so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

Services

- Coordination of:
 - Contracts
 - Budgets/Fiscal Issues
 - Human Resources Issues

- Quality Assurance Plans and Supports
- Compliance with Laws and Regulations
- Resolution of Grievances
- Adult Protective Services

Children, Family & Community Connections

Programs

- Weatherization
- Workforce
- Prevention Services



Weatherization

The purpose of the Weatherization Program is to provide energy education, dwelling assessment, and energy efficiency services to lower-income county residents so they can experience decreased energy costs and increased comfort, health, and safety in their homes.

Services

- Home Energy Audits
- Dwelling Assessments
- Health & Safety Hazard Notifications & Improvements (CO & Smoke Alarm installations; electrical, plumbing, lead paint, asbestos, and vermin infestation responses.)
- Energy Conservation Education Sessions (In-home and workshop settings)
- Installed, Cost-Effective Energy Conservation Measures (Air Sealing, Insulation, Lighting Improvements, Refrigeration Upgrading, Heating System Repair/Replacement)
- Indoor Air Quality Improvements (ventilation, mold and moisture, lead paint, asbestos)
- Healthy Homes Assessments
- Referrals (to other services and resources)

Workforce

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents⁷ of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.

Services

For Job Seekers

- Individual Career Plans
- Education and Training Needs Assessments
- Resumes
- Job Search Skills
- Interview Preparation (coaching, clothing, transportation, advocacy)

⁷ The program also works closely with local business partners to connect job seekers with meaningful employment opportunities and foster successful long-term job placement.

- Post Offer Job Necessities (work clothing, tools, certifications)
- Referrals for Wrap-around Services (mental health, addiction, food and basic needs assistance, housing, and community resources)
- Post-Employment Troubleshooting Responses (certificates, minor car repairs, coaching)

For Business

- Motivated Employees
- Training Incentives
- Tax Incentives
- Post-Hire Troubleshooting
- Technical Assistance (recruiting and on-boarding new staff, job descriptions, training plans, connection to additional programs and services)

Prevention Services

The purpose of the Prevention Services Program is to provide equitable prevention, early intervention and system coordination services to the most vulnerable children, youth and families in Clackamas County so they can experience safe and stable home environments and academic progress.

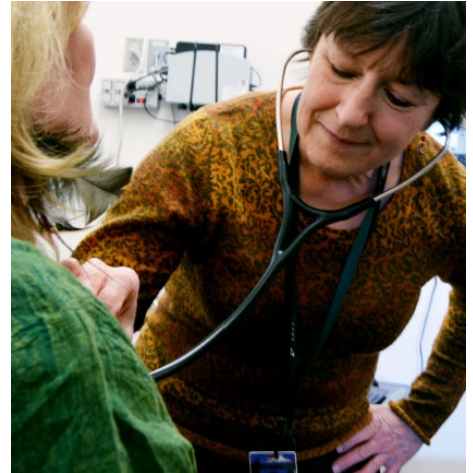
Services

- Early learning hub assessment, planning, and coordination
- Early learning education sessions
- School readiness and child development
- Parent education, trainings, and referrals
- School-based supports
- Drug and Alcohol education sessions
- Domestic Violence emergency shelters
- Domestic Violence trainings on safety planning and resources
- Youth mentoring sessions
- Opioid-affected youth education sessions and coordination

Health Centers

Programs

- Primary Care
- Dental
- Behavioral Health Clinics
- Gladstone Pediatric Clinic and School-Based Health Centers
- Health Centers Administration



Primary Care

The purpose of the Primary Care Program is to provide patient-centered health care services to vulnerable populations so they can experience improved health.

Services

- Physical and annual exams
- Immunizations
- Family planning and reproductive health care
- Well baby and well child care visits
- Education sessions for healthy living
- Mental and emotional care sessions
- Chronic disease testing and treatment appointments
- Prenatal care visits and support

Dental

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

Services

- Regular dental checkups (and limited emergency care)
- Cleanings
- X-rays
- Fillings
- Extractions
- Special dental service referrals

Behavioral Health Clinics

The purpose of the Behavioral Health Clinic Program is to provide specialty behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals.

Services

- Individual psychotherapy sessions
- Group therapy sessions
- Alcohol and drug assessments and treatment plans
- Peer and family support
- Life skills training sessions
- Case management/ resource coordination
- Supported housing resources
- Medication management/ medication skills training sessions
- Mental health crisis and urgent walk-in responses

Gladstone Pediatric Clinic and School-Based Health Centers

The purpose of the Gladstone Pediatric Clinic and School-Based Health Centers Program is to provide primary care and other health care services to children and youth so they can experience improved overall health.

Services⁸

- Physical and annual primary care exams
- Reproductive health visits
- Injury and Illness treatments
- Well baby and well child care visits
- Blood pressure and vision screenings
- Education sessions
- Immunizations
- Family planning sessions
- Laboratory tests
- Chronic disease testing and treatment appointments
- Behavioral health encounters
- Full dental services for patients up to age 18, including:
 - Checkups,
 - Cleanings,
 - X-rays,
 - and Fillings.

Health Centers Administration

The purpose of the Health Centers Administration Program is to provide leadership and direction, policy development, contract and grant coordination, quality management, budget control, fiscal oversight, medical billing, medical records management, and personnel support services to Health Center's

⁸ (Most services listed are also provided at other Health Center locations and by other programs. The distinction is this program's specific focus on the school-based and under age 18 populations.)

management and staff so they can provide high quality and affordable health care to the County's most vulnerable residents.

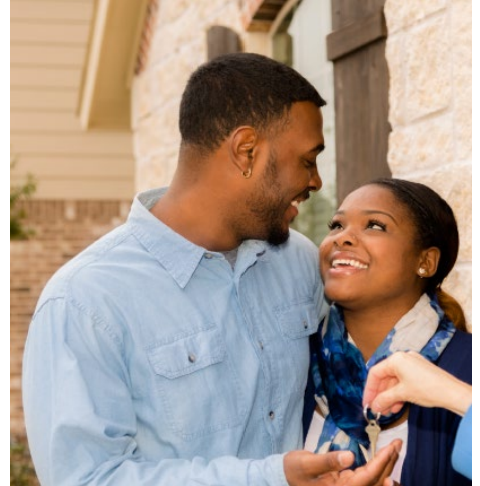
Services

- Budget and fiscal management
- Grant and Contract coordination
- Medical billing and benefits
- Medical records
- Metric coordination with CCOs
- Quality assurance planning and reports
- Incident and safety responses
- Coordinated and disseminated policies

Housing & Community Development

Programs

- Community Development
- Housing Authority of Clackamas County



Community Development

The purpose of the Community Development Program is to provide affordable housing, housing rehabilitation, neighborhood revitalization, supportive and houseless services to low- and moderate-income individuals and families so they can feel secure in healthy, safe, stable housing and live in neighborhoods where they have improved access to services.

Services

- Homebuyer assistance classes and funds
- Housing programs
- Accessible dwellings
- Rehabilitated and/or Preserved dwellings
- Multi-family lower-income developments (new and preserved)
- Public facilities and infrastructure (e.g. sidewalks)
- Shelter and housing coordination
- Homeless Management Information System (HMIS) data entries
- Youth-focused homelessness programming

Housing Authority of Clackamas County

The purpose of the Housing Authority of Clackamas County is to provide voucher, public housing, development, maintenance, resident, and supportive services to individuals and families in need so they can experience stable, affordable, and quality housing.

Services

- Section 8 Vouchers
- Mainstream Vouchers
- Shelter + Care Rent Assistance
- Project Based Vouchers
- VASH Vouchers
- Enhanced Vouchers
- Tenant Based Rental Assistance
- Public Housing Units

- Maintenance Services
- Group Home Units
- Farm Worker Housing Units
- Affordable Housing Units
- Tax Credit Units
- Transitional Housing Units
- Capital Improvements
- Youth Services
- Financial Services
- Elderly / Disabled Services
- Eviction Prevention Services
- Referral Services (ROSS and FSS)
- Community Services
- Credit repair Services
- Internal Accounting Services
- Grant/Reporting Management

Public Health

Programs

- Public Health Administration
- Environmental Health
- Population Health Strategies
- Access to Care
- Center for Public Health Advancement
- Infectious Disease Control & Prevention
- Vital Statistics



Public Health Administration

The purpose of the Public Health Administration Program is to provide contract and grant coordination and compliance, budget control and fiscal management, and personnel recruitment, retention, and maintenance services to Public Health management and staff so they can experience continued and predictable funding to carry out Public Health initiatives.

Services

- Contracting Services
- Budget and Financial Services
- Human Resources Services (Onboarding, PA's, etc.)

Environmental Health

The purpose of the Environmental Health Program is to provide environmental health inspections, licenses, and education services to restaurants, childcare providers, lodging, pools, and small drinking water systems so they can continue to operate in a healthy and safe manner for the public.

Services

- Childcare inspections
- Hotel licenses and inspections
- Mobile food truck licensing and inspections
- Restaurant licenses and inspections
- Spa/pool licenses and inspections
- Vending machine licenses
- Water surveys

Population Health Strategies

The purpose of the Population Health Strategies Program is to provide collaborative policy and systems assessment, development, and implementation services to family and community leaders so they can take action to support healthy, clean, and safe places to live, work, and play.

Services

- Lead prevention efforts
- Health at home services
- Healthy eating, active living programs
- Tobacco prevention & education sessions

Access to Care

The purpose of the Access to Care Program is to provide coordinated opportunities for care, referrals, education, and support services to eligible residents so they can get the care they need to improve their health.

Services

- Breastfeeding support services
- Dental access services
- Reproductive health assurance
- Immunization access services
- Women, Infants, and Children (WIC) Supplemental Nutrition Program services
- School Based Health Clinics assurance

Center for Public Health Advancement

The purpose of the Center for Public Health Advancement is to provide health data information, policy development and recommendations, research, emergency preparedness, and public health communications and messaging services to county and community partners so they can access the tools they need to improve the identified health priorities within the 10 health equity zones.

Services

- Community partnerships
- Emergency preparedness and responses
- Health assessments
- Health communications
- Health policies
- Health impact research papers

Infectious Disease Control & Prevention

The purpose of the Infectious Disease Control & Prevention Program is to provide, in partnership with the healthcare community, disease monitoring, prevention, investigation, and control services to the residents of Clackamas County so they can be protected from the spread of infectious diseases of public health significance.

Services

- Food borne illness investigations

- Public alerts and notifications
- Vector control partnerships
- Water borne illness investigations

Vital Statistics

The purpose of the Vital Statistics Program is to provide birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate.

Services

- Birth certificates
- Death certificates

Social Services

Programs

- Social Services Administration
- Developmental Disabilities
- Volunteer Connection
- Veterans Service
- Housing Support
- Oregon Project Independence
- Aging and Disability Resource Connection
- Energy Assistance



Social Services Administration

The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel, and general support services⁹ to Social Services management and staff so they can provide high quality services to the County's vulnerable residents.

Services

- Coordination of:
 - Contracts
 - Budgets/Fiscal Issues
 - Human Resources Issues
- Public transit rides

Developmental Disabilities

The purpose of the Developmental Disabilities Program is to provide coordination of chosen home and community-based social services to individuals with intellectual and/or developmental disabilities so they can have control and choice over their own life and achieve their desired goals.

Services

- Eligibility Determinations
- Needs Assessments
- Referrals & Service Connections
- Service Monitoring
- Abuse Investigation Findings
- Foster Care Licenses
- Technical Assistance
- Provider Consultations
- Trainings

⁹ Program staff also coordinate miscellaneous direct services such as a local transportation system on Mt Hood.

- Payments (Fiscal Coordination)
- Provider Enrollments
- Quality Assurance
- Orientations – Outreach & Education
- Advocacy
- Crisis Responses and Supports

Volunteer Connection

The purpose of the Volunteer Connection Program is to create meaningful volunteer opportunities that increase the capacity to provide independent living supports to older adults and persons with disabilities so they can increase or maintain their livelihood and independence.

Services

- Rides (for older adults and people with disabilities)
- Information sessions (for individuals who are Medicare eligible)
- Telephone and in person inquiry responses (to individuals' questions regarding insurance options and accessing prescription coverage)
- Volunteer placements
- Chronic Disease Self-Management Program classes (delivered across the county)
- Money management training sessions (for low income, disabled individuals)
- Support services and small stipends (to unpaid family caregivers)
- Food distributions
- Mechanisms to activate volunteers in time of disaster
- Stipends to low-income volunteers (for visits and socialization with homebound seniors)
- Visits from volunteers (to assist with transportation to and from medical appointments, going out to lunch, attending various activities at the local senior centers, and just a chance to talk and socialize with volunteers)

Veterans Service

The purpose of the Veterans Service Program is to provide Veterans Affairs claims consultation and representation services to Clackamas County Veterans and their eligible dependents so they can obtain the maximum federal and state benefits to which they are entitled.

Services

- Professional, accredited consultations (with Veterans)
- Assistance obtaining VA and other benefits (earned due to military service)
- Advocacy

Housing Support

The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or at risk of becoming homeless so they can obtain and maintain permanent housing.

Services

- Removal of rental screening barriers
- Rent Well Certifications
- Supportive services and rental subsidies (to prevent – or end – a client’s homelessness)
- Fair housing information and advice
- Assistance with landlord/tenant issues

Oregon Project Independence

The purpose of the Oregon Project Independence Program is to provide needs assessment, information, service coordination, and advocacy services to persons 60 years of age or older with physical or cognitive challenges who meet eligibility criteria so they can eliminate or reduce risks to their safety and independence.

Services

- Connections and referrals
- Advocacy
- Up-to-date information (about resources available)
- In-home assistance
- Set-up, coordinated, and monitored services
- Living placement choices
- Decision supports
- Preserved personal resources

Aging and Disability Resource Connection

The purpose of the Aging and Disability Resource Connection Program is to provide needs assessment, information, service coordination, and advocacy services to older adults, persons with disabilities, vulnerable individuals, and other interested parties so they can get information they need to achieve their desired outcomes.

Services

- Inquiry responses
- Information about resources available
- Connections and referrals
- Home visits
- Assessments
- Action plans
- Decision supports
- Aging-in-place supports

- Advocacy

Energy Assistance

The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and education services to income eligible households in Clackamas County so they can reduce their energy expenses.

Services

External Customers

- Telephone Inquiry Responses
- Eligibility Determinations
- Payments
- Disconnection Preventions

Internal Customers

- Payment Vouchers

External and State Partners

- Grant Reports
- Monitoring Compliances
- Timely Payments

Appendix B: Glossary

3rd Next Available Appointment – a healthcare industry standard for measuring clinical appointment access and wait times. It is preferable to the first or second available appointment as those openings often occur due to cancelations.

Choice – the Choice Model Program, previously known as the Adult Mental Health Initiative program, is designed to promote more effective utilization of current capacity in facility-based treatment settings, increase care coordination and increase accountability at a local and state level.

Continuum of Care – is a consortium of individuals and organizations with the common purpose of planning a housing and services continuum for people experiencing homelessness.

Coordinated Housing Access – one central point of contact for people experiencing homelessness or a housing crisis to seek help, including referrals and resources to keep people from being houseless.

Get Trained to Help – a Tri-county class provided by mental health professionals with the purpose of destigmatizing mental health challenges and offering a basic understanding of how to help someone experiencing a mental health or emotional crisis.

Health Equity Zones – are smaller geographic areas within the county developed by the Public Health Division for research and data purposes. The health of individual communities and areas are often lost within county-wide data, when in fact some areas of the county are doing quite well while other areas are struggling.

Lean – originally developed in the manufacturing sector, Lean methodology is a way of optimizing the people, resources, effort, and energy of an organization toward continuous improvement.

No Wrong Door – is a person-centered system designed to streamline individuals' access to county (and community) services and supports. Rather than clients navigating a bureaucracy and integrating its services, the organization provides coordination, navigation, integration, and warm-handoff referrals.

Postvention – an organized response in the aftermath of a suicide to facilitate the healing of individuals from the grief and distress of suicide loss, mitigate other negative effects of exposure to suicide, and prevent suicide among people who are at high risk after exposure to suicide.

Resiliency – an ability to bounce back, adjust to changes, overcome challenges, and handle adversity.

Safety Net – a collection of services provided by government and/or nonprofit partners with the intention of preventing individuals and families from following into (or further into) poverty.

Section 8 – federal housing choice voucher program (administered by local housing authorities) for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market.

Trauma-informed Care – an approach to vulnerable clients that understands and considers the pervasive nature of trauma and promotes environments of healing and recovery rather than practices and services that may inadvertently re-traumatize.

Wraparound – provides a comprehensive, holistic, youth and family-driven way of responding when children or youth experience serious mental health or behavioral challenges. Wraparound puts the child or youth and family at the center.