

DOCUMENT RESUME

ED 136 004

CE 010 001

AUTHOR Bowers, Gary E.; Bowers, Margaret R.
 TITLE The Elusive Unit of Service. Project SHARE. Human Services Monograph Series. Number 1.
 INSTITUTION Aspen Systems Corp., Germantown, Md.
 SPONS AGENCY Department of Health, Education, and Welfare, Washington, D.C. Project Share.
 PUB DATE Sep 76
 CONTRACT HEW-100-75-0179
 NOTE 215p.; Several charts may not reproduce well due to small type

EDRS PRICE MF-\$0.83 HC-\$11.37 Plus Postage.
 DESCRIPTORS Federal Legislation; *Human Services; *Management Information Systems; *Mental Health; Program Descriptions; *Research Projects; Social Science Research; *Social Services; State Programs; *Systems Approach

IDENTIFIERS California; Mississippi; Nebraska; New York; Utah

ABSTRACT

This monograph describes and analyzes recent efforts to develop measurable units for human services in the social services and mental health services areas. The issues surrounding the "unit of service" are examined along with the problems encountered by the system designer or information user in past projects, and some of today's more promising approaches in the development of workable systems employing units of service. Following brief sections covering introductory and background material, major content is contained under the following headings: (1) Why Units of Service? (2) Type of Units, (3) Problems in Developing Units of Service, (4) Unit-of-Service Systems, (5) Conclusions and Recommendations for Future Unit of Service Development, and (6) Bibliography. The section on unit-of-service systems (64 pages) describes, in chart and narrative form, representative unit-of-service systems in the social service and mental health fields, such as the Booz Allen Social Service Output Units and the Multi-State Information System (MSIS). An overview of current research on units of service is also presented. The seven appendixes include additional information on on unit-of-service systems. (NL)

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Human Services

NUMBER 1 SEPTEMBER 1976

MONOGRAPH SERIES

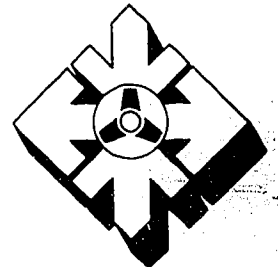
The Elusive Unit of Service

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PROJECT SHARE is operated by Aspen
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TABLE OF CONTENTS

INTRODUCTION	1
BACKGROUND	3
WHY UNITS OF SERVICE?	5
TYPE OF UNITS	9
PROBLEMS IN DEVELOPING UNITS OF SERVICE	11
UNIT OF SERVICE SYSTEMS	30
SOCIAL SERVICE UNIT-OF-SERVICE SYSTEMS	
Booz-Allen Social Service Output Units	30
San Joaquin County (California) Social Services Information System ..	35
State of Utah Department of Social Services Information System	47
State of Nebraska Social Service Information System	58
MENTAL HEALTH UNIT-OF-SERVICE SYSTEMS	
Orange County (California) Mental Health Management Information System	69
Multi-State Information System (MSIS)	77
UNIT-OF-SERVICE RESEARCH PROJECTS	
New York State Unit of Service Cost Project	84
State of Mississippi Unit of Service Cost Project	90
CONCLUSIONS AND RECOMMENDATIONS FOR FUTURE UNIT OF SERVICE DEVELOPMENT	95
BIBLIOGRAPHY	101

INTRODUCTION

The purpose of this paper is to describe and analyze recent efforts to develop measurable units for Human Services. As the title implies, the search has been extremely frustrating. We will examine the issues surrounding the "unit of service," the problems encountered by the system designer or information user in past projects, and some of today's more promising approaches in the development of workable systems employing units of service. In keeping with the intent of a "monograph," a few of the authors' homilies on systems development are also included.

As it is used in this paper, the term "Human Services" includes Social Services and Mental Health Services but excludes Physical Health Services. The reason for this is that the field of Mental Health is at about the same stage of development,—primitive—as is the Social Services field, in the use of the service unit. In the field of Physical Health, on the other hand, there are fairly well established units for services. The units of service experiments in the Mental Health field are also quite similar to those in Social Services and each could potentially benefit from the other's experiences.

We have not provided an exhaustive bibliography tracing the history of Human Service unit development since such studies have been completed within the past six months by at least two organizations:

- Center for Social Research and Development, Denver University;
- Welfare Research Inc., New York.

Our bibliography includes only those works that contributed particularly to the ideas presented in the paper.

The conclusions and recommendations are those of the authors and do not necessarily reflect the opinions of those individuals and organizations whose systems are described in this paper.

ACKNOWLEDGEMENTS

The authors would like to acknowledge the assistance of the following individuals who contributed both their thoughts and experiences, their time and their staffs during on-site interviews, and copious written material from which we extracted much pertinent information: Evan Jones, Director of the Utah Division of Family Services; John Natteford, Deputy Director, San Joaquin County Department of Public Assistance; Bob Wright, Chief of

THE ELUSIVE UNIT OF SERVICE

Management and Data Services, Nebraska Department of Public Welfare;
Ed Yaw, Orange County (California) Department of Mental Health;
Dr. Robert Chapman, Professor of Business Administration California State
College at Fullerton; Jim Focht, Project Director, Unit of Service Cost
Project, Welfare Research, Inc., New York; Ed Baumheier and Gale
Whiteneck, Denver University Center for Social Research and Development;
Bob Soong, Associate Director of Research and Development;
Byron Stone, Director of Management Systems, National Board of YMCA;
Clayton Barnett, Project Director, Mississippi Unit of Service Cost Project;
Gloria Cohen and John Twiname, Mott-McDonald Associates; Russy
Sumariwala, United Way of America; Dr. Bill Ford, Nebraska Department of
Public Institutions; Mike Levine, Connecticut Mental Health Center;
Howard Tucker, Public Service Administration; Joan Gaffney and Bob
Neilson, DHEW/SRS/AAS; and Bill Privett, Office of the Secretary, DHEW.

BACKGROUND

Over the past several years various efforts to develop units of human services have been sponsored by Federal, State and local governments, as well as by private organizations, but all have been singularly unsuccessful in creating units generally acceptable to other organizations and institutions in the field. More recently projects, however, have been initiated that show some promise. Provoked in large part by the requirements of the new Title XX of the Social Security Act and by other legislation relating to human services, several states have incorporated units into their design of information systems for both social services and mental health services. Whether these new efforts can produce results that will be able to withstand the test of time remains to be seen.

It is curious that the human services field is one of the few areas of human endeavor where there is no agreed upon unit of measurement. We are so accustomed to using units in our daily life that we give them little or no thought. In the supermarket, "three for a dollar" and "45¢ per pound" are accepted measures, as are taxi-cab charges per meter mile, gas and electric meter units, dollar per hour paychecks, miles per hour, and revolutions per minute. All of these are widely used without too much disagreement on their basic units.

Most businesses and industries can measure their output by units:

- number of cars produced;
- number of gallons gas sold;
- barrels per day of oil pumped;
- miles of cable laid;
- tons of coal mined.

These output units can also readily be tied to a dollar value. Unit prices help us to estimate how much we will spend, how much we can afford and enable us to compare what we will get for our dollar from different suppliers of services.

For most goods and services the payment is made by the item or the unit. We do not pay the grocer for the labor involved in producing the apple, we pay him for the apple or for the pound of apples. We do not pay the store for the labor involved in making the shirt, we pay for the shirt. Similarly, we do not pay the tennis pro for waiting time between lessons; we pay him only for our own hour of instruction.

THE ELUSIVE UNIT OF SERVICE

Certain fields more closely related to social services, i.e., physical health services, education, and legal services, have had far greater success in arriving at measurable units.

Physical Health Services are Reflected By:

Physicians services

- By type—one examination, one operation
- By time—one hour office visit, one hour of treatment

Hospital In-Patient Services by days

- One hospital day

Out-Patient Services, by time, by type

- One treatment or hour of treatment

Educational Services are Measured In:

- College units, credits or hours
- Grade school days or hours

Legal Services are Billed In:

Time

- One hour of consultation

Document preparation by type

- A contract
- A will

Procedure by type

- A title search
- An incorporation filing

Since these fields have been able to develop units, why then have other human service areas experienced such difficulty in developing acceptable units? In fact, is a unit really needed at all for social and mental health services? The next section will attempt to answer this question.

WHY UNITS OF SERVICE?

Why is it important to have units of service? Who needs them?
Who uses them and for what?

Units of service can be of immense value to individuals responsible for managing services, for those who deliver the services, and for the consumer of services. The unit of service potentially has value to all levels of supervision within a service delivery organization; the case work supervisor can more effectively judge staff performance; the division head in a county agency can plan and budget between departments those services to be offered; the chief administrative officer can more accurately match services to citizen's needs.

All levels of service management must be concerned with the cost of services. The unit provides the basic ingredient to measure the amount of what has been provided to a service recipient, and, in turn, what happened as a result of providing the service. It should be the ultimate "yardstick" whereby comparisons are made, relative worth evaluated, and should constitute the primary basis for many of the decisions that face the Human Service manager. Some of the units more important functions will be:

PROGRAM NEEDS ASSESSMENT

Needs assessment is an integral part of all Human Service programs. While the formal methodology for such assessments is as rudimentary as service unit theory, each depends upon the other. Citizens needs are often expressed as a problem related to service requirements, i.e., a child that has been neglected (the problem) and needs Foster Care Services (the service requirement). Assessment of the nature of the need (or problem) involves a detailed analysis to which knowledge of the units of service available and the unit outcomes expected can contribute greatly.

EXAMPLE:

A Family Service organization has analyzed all Foster Care Service for children in a community over the past three years. 130 children were placed in Foster Care during the preceding 6 months (130 placements), 210 during the previous year and 375 in the year prior to that. Although the figure for the year just past seemed to indicate a declining need for Foster

THE ELUSIVE UNIT OF SERVICE

Care based on the current mid-year statistics, the need appears to be increasing.

PLANNING

Knowledge of the number of units potentially available for each service provides the planner with an accurate means to project the number of people that can be served with each type of service during the next planning period.

EXAMPLE:

2500 unit hours of Day Care services will be available during the next year in agency X. At an average of 250 units per child, the agency will be able to serve approximately 100 children.

BUDGETING

The assignment of staff time, and the allocation of indirect costs and overhead can be assessed better on a unit of service basis. In the budgetary sense, a unit measures "how much" service is to be delivered.

EXAMPLE:

Organizational Division X will be budgeted for 1,750 homemaker hours for the next quarter, and 250 counseling sessions. The homemaker hour has a unit cost of \$2.50 and the counseling \$12.00 per session, including worker time, indirect cost and overhead, therefore the Budget for this division will be approximately \$7,375.

ALLOCATING CASE WORKER TIME

Knowledge of the various abilities of one's staff is a basic requirement of the manager. Units of service can provide a measurement of the comparative delivery capability of each staff member. While number of cases is often the basis for evaluating of staff performance, the unit can disclose detailed information that will assist the casework supervisor in a better use of case worker resources.

EXAMPLE:

One case may entail only minimum arranging and referral activity, while another case may mean months of work to complete one adoption. If estimates of the units involved in each were available, assigning cases by required unit would be far more equitable, both to the caseworker and the supervisor.

COST ACCOUNTING

Collecting costs by the units of service provides a basis for comparing detailed budgeted costs for each service, with actual expenditures—a major ingredient in the management decision-making process. Cost accounting by the unit also produces over time an accurate rate for each service unit

that can be used for future budgeting and contract rate negotiation with other service providers.

EXAMPLE:

A state Social Service department has established over a period of time that the actual cost, including allocation of all overhead costs, for providing counseling services to unwed parents is \$6.83 per hour. The state has a legislative 'freeze' on hiring, but needs identified for counseling services exceeds the capacity of the department. Negotiations are undertaken to use private organizations for counseling with restrictions on costs not to exceed the \$6.83 per hour unit established within the department.

REPORTING

Human Services organizations may have many reporting requirements since they are usually funded by multiple sources, each with a different set of procedures and in many cases, service definitions. A well-defined unit of service, supported by a good system for aggregating and sorting information, eases the reporting burden both for line workers and management.

EXAMPLE:

Funding source "A" requires periodic reporting of the total number of individuals receiving Family Planning services. Funding source "B" wants to know how many people were offered such services, how many arranged for family planning services, and how many were actually provided services. Source "C" wants to know the staff time spent in setting up the service, and what type of services were provided. A single unit of service system can be utilized to respond to all of these reporting requirements.

A COMMUNICATION DEVICE

As important as the accountability and management considerations is the service units role in describing what Human Services are all about. Many of the problems discussed in Section V stem from a lack of agreement as to what a service is, and what it is supposed to do.

EXAMPLE:

While some consensus might be reached as to the need for Homemaker services in a given community, numerous questions remain to be answered: are professionally trained or unskilled workers qualified to render the service? Do their activities include training? cleaning? cooking? child care? who is the recipient—the whole family? the person who is unable to tend the home? the children? Since development of a unit of service system requires specific detailed definition of services, service activities and components, there would be no doubt about what the Homemaker service is once this definition has been agreed upon by all parties involved.

PROGRAM EVALUATION

A program may be evaluated from the following three aspects:

1. Did it accomplish the intended results?
2. Were the costs and time spent in achieving the results consistent with that which was planned?
3. How could the program be improved?

The "product" or output unit can be an excellent measure of intended results. The Planning or input unit is a basic ingredient of the cost of services that are provided under a program, and the time expended in the provisioning. Comparing the results (product units) with the time and cost factors that produced them (input units) can be a significant indicator of where improvements can be made to the program.

TYPES OF UNITS

Units of Service in the Human Service field are usually of four basic types:

Type 1—The *time* unit, i.e., one *hour* of homemaker service, one *day* of day care for children

Type 2—The *episode/activity* unit, i.e., one *counseling session*, one *arrangement*, one *contact*

Type 3—The *material* unit, i.e., one *meal*, one *contraceptive device*

Type 4—The *outcome* unit, i.e., one (1) *placement*, one (1) *substitute home found*.

Types 1, 2 and 3 are units relating to the *provisioning* of the service (or *input units*). Type 4, the "*outcome*" unit, measures the *results* of the service, or "*output*" units.

INPUT UNITS

Applications of the three types of input units varies depending upon any number of factors, but the over-riding consideration is whether or not the unit of measure applies to that service provided by the service worker or that service received by the client.

As an example, a service worker may spend 5 hours arranging for a homemaker to visit a client. The unit might either be expressed as Type 1—a time unit, 5 hours of homemaker service provided by the worker, or as Type 2—an activity unit, one arrangement for homemaker service received by the client, or both. Depending on which unit is chosen, the cost per unit of homemaker service will vary a great deal, and if organizations are compared using these two types of units, one "activity" unit will cost the same as 5 "time" units, or 5 "activity" units will cost 5 times as much as 5 "time" units. If the type of unit is not clearly identified, any comparison can be very misleading.

Further complications arise when the service recipient is in a group situation. A day care center may employ 2 individuals who provide service for an 8 hour day to 15 children. The unit may be recorded as 16 units (hours) of day care provided by the center or 240 units (hours) of day care received by the children (15 children, 16 hours of employee time) or as 1 unit (1 day) of service received by one child. This may seem somewhat strange, but many units of service systems are set up to record in an

THE ELUSIVE UNIT OF SERVICE

individual record what services were received. Dividing the two case workers' 8 hour day among 15 children would be more difficult arithmetically than merely recording that each child received 2 days of day care service.

Some of the most recent experiments are using both approaches. They record activity both for the delivery of the service and for services received by the client.

OUTCOME UNIT

Use of the output unit varies considerably with the type of services. If the delivery of the service produces an obvious result, such as is the case with adoption services, the unit is recorded in the record of service provided to the particular recipient, (in this case, the adopted child) as one (1) legalized adoption. If, however, an activity of adoption services is the recruitment of adoptive homes, one (1) substitute home found is the "outcome" unit, but it is not, at that time necessarily related to any client. Situations such as this present problems in how to collect the data. Other potential problems with the use of outcome units are discussed in the New York State Experiment, Section VI.

PROBLEMS IN DEVELOPING UNITS OF SERVICE

The problems that have surrounded unit of service development are by no means simple in nature. They involve the total array of administrative, political and programmatic functioning. In a situation where solving problems for one organization creates new problems for another, it is difficult to explain the type of consensus that is necessary to build a usable unit of service system.

Nevertheless, each problem is solvable, and some recent legislative impetus and organizational initiatives provide hope that the problems described in this section are, in fact, surmountable.

PROBLEM I—LACK OF SERVICE OBJECTIVES

The precise purpose of Social Services has not been agreed upon by the institutions who provide the services, or by the general public who foot a large part of the bill for such services. How then can the services be defined and their units of measurement agreed upon?

In the physical health field, sick people want to get well, healthy people want to stay healthy. Educational services are provided to prepare people for jobs and to teach them to function in the community. Legal services are provided usually to help settle disputes or to document a given circumstance. Opinions as to the purpose of Social Services, however, vary widely.

State information systems projects spawned by Title XX are unique in that they must provide information related to the five Social Services goals required by the law:

- Self support
- Self sufficiency
- Protection of children and adults
- Community based care
- Institutional care

Title XX also required that states periodically prepare a Comprehensive Annual Service Program (CASP) plan describing what services are offered, their objectives, and how they relate to the five national goals. States are

STATE CODE

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Form 2A

SOCIAL SERVICES PROVIDED TO PRIMARY RECIPIENTS

12 Human Services Monograph Series • No. 1, June 1976

Social Services	TITLE XX				
	AFDC			Income Eligibles	
	No. adult recipients	No. child recipients	Total cost	No. adult recipients	No. child recipients
Adoption Services					
Chore Services					
Congregate Meals					
Day C					
Day Care Services for Children					
Education & Training Services					
Employment Services					
Family Planning Services					
Foster Care Services					
Foster Family Home Special Services					
Health-Related Services					
Home Delivered Meals					
Homemaker Services					
Home Management Services					
Housing Improvement Services					
Recreational Services					
Social Group Services					
Transportation Services					
Other Services (List below)					

SRS-CSA-13A

EXHIBIT 1

16

Form 2A

SOCIAL SERVICES PROVIDED TO PRIMARY RECIPIENTS

PERIOD ENDING

MO	YR.
QUARTERLY	
YEARLY	

2-SEC-ONE

Services	TITLE XX					
	AFDC			Income Eligibles		
	No. adult recipients	No. child recipients	Total cost	No. adult recipients	No. child recipients	Total cost
Adults Children Services						
Special Services						
Services						
(below)						

THE ELUSIVE UNIT OF SERVICE



STATE CODE

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Form 4A

GOAL STATUS OF PRIMARY SOCIAL SERVICES RECIPIENTS

SELF-SUPPORT

Goal Status	TITLE XX					
	AFDC	SSI			Income Eligibles	Medicaid
		Aged	Blind	Disabled		
	No. recipients	No. recipients	No. recipients	No. recipients	No. recipients	No. recipients
<u>GOAL—SELF SUPPORT</u>						
Goal Continued From Previous Quarter						
Goal Initiated						
Transferred from Another Goal						
Goal Achieved—Services Continuing						
Goal Maintained						
Goal Not Achieved—Services Continued						
Goal Achieved—Services No Longer Needed						
Goal Terminated						
Transferred to Another Goal						
Goal Achieved—Transferred to Another Goal						

Human Services Monograph Series • No. 1. June 1976 13

SRS-CSA-15A

EXHIBIT 2

QUARTER ENDING
 MC YR.

Form 4A

GOAL STATUS OF PRIMARY SOCIAL SERVICES RECIPIENTS SELF-SUPPORT

Goal Status	TITLE XX						TITLE IV
	AFDC	SSI			Income Eligibles	Medicaid	AFDC Win
		Aged	Blind	Disabled			
No. recipients	No. recipients	No. recipients	No. recipients	No. recipients	No. recipients	No. recipients	
From Previous Quarter							
Another Goal							
Services Continuing							
Services Continued							
Services No Longer Needed							
Other Goal							
Transferred to Another Goal							

PROGRAMS IN DEVELOPING UNITS OF SERVICE

EXHIBIT 2

OMB-83R0312

THE ELUSIVE UNIT OF SERVICE

also required to estimate the number of individuals to be served and the cost for each service. The plan must be made available for public comment 90 days prior to its implementation.

The Social Services Reporting Requirements (SSRR) introduced in support of Title XX ask for information on the number of "Primary Recipients" and other recipients receiving a service, the cost of each service during a reporting quarter and the numbers of primary recipients (A Primary Recipient is an individual who has been assigned one of the five national goals.) achieving the five goals (see Exhibits 1 and 2, forms 2A and 4A of the SSRR).

In effect, the SSRR requires a unit of service for reporting. That unit is an individual who has received a service one or more times during the quarter. While this unit is less than satisfactory for local management purposes, it does aid in providing a broad indicator of the national Social Service picture.

PROBLEM 2—POOR SERVICE DEFINITIONS

A great deal of current activity in the human service field revolves around correcting the "fuzzy" definitions that organizations and citizens have been struggling with for Human Services. Good definitions of services must precede defining the unit and finding out the cost of the unit.

Both public and private organizations are now engaged in detailed examinations of their service definitions, in an attempt to dispel some of the confusion of the past.

PUBLIC AGENCY SERVICE DEFINITIONS

One major impact of the Title XX requirements for a plan and for subsequent services reporting has been a decided sharpening of the definitions for social services offered under this program. Public hearings on the plans have provided citizens and other service delivery organizations an opportunity to argue the merits of the proposed services. Without fairly precise service definitions, discussion about the plan has proven difficult. As a result, definitions in the second year Title XX plans are much clearer as to what the services are, what results they are intended to achieve, and who is eligible for them.

New or improved information systems development has also been initiated in nearly all states and many counties. These include systems for collecting client service delivery data, and information about the costs of services.

The more precise service definitions coupled with a push toward obtaining timely information about social services creates a more favorable environment whereby units of service can be developed in the public sector with a reasonable chance of gaining acceptance in the field that has been missing to date.

PRIVATE AGENCY SERVICE DEFINITIONS

Parallel developments in the private/voluntary organizations are also tending to improve chances for producing workable units of service. New

PROBLEMS IN DEVELOPING UNITS OF SERVICE

EXHIBIT 3
PROGRAM CLASSIFICATION STRUCTURE
FOR
NATIONAL YMCA—MANAGEMENT INFORMATION SYSTEM

FIELD OF SERVICE	PROGRAM FUNCTIONS
1000 <i>Health & Physical Education</i>	1100 Aquatic Instruction 1200 Fitness 1300 Recreational Skills & Sports 1400 Competitive Athletics 1500 Health Education 1600 Special Education/Handicapped 1700 Health Clubs 1800 Self-Development Skills
2000 <i>Guidance & Counseling</i>	2100 Individual Counseling 2200 Group Counseling 2300 Crisis Intervention 2400 Psychological Testing
3000 <i>Neighborhood & Community Services</i>	3100 Day Care 3200 Outreach 3300 Employment Service 3400 Justice Advocacy 3500 Community Development 3600 Collaborative Services 3700 Social Adjustment
4000 <i>Outdoor & Environmental Education</i>	4100 Residence Camp 4200 Day Camp 4300 Special Interest Camp 4400 School Camp 4500 Family Camp 4600 Special Needs Camp 4700 Ecology Awareness
5000 <i>Education & Training</i>	5100 Vocational Training 5200 Formal Education 5300 Special Education 5400 Informal Education 5500 Tutorial
6000 <i>Residence & Related Services</i>	6100 Residence 6200 Food Service 6300 Ancillary Services
7000 <i>Social Recreation/ Cultural Arts</i>	7100 Drop-In Centers 7200 Cultural Enrichment 7300 Special Interest Groups 7400 Clubs
8000 <i>Human Relations</i>	8100 Inter-Group Understanding 8200 Family Life Program 8300 International Understanding 8400 Self & Group Identity
9000 <i>General & Administration</i>	

THE ELUSIVE UNIT OF SERVICE

legislation relating to private/voluntary agencies requires the filing of annual reports similar to profit-making corporations, and, in some states, agencies are also required to furnish statistics regarding people served and costs related to direct service, delivery and overhead.

As a result, the AICPA (American Institute of Certified Public Accountants), produced a revised edition of the "Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations," (known as the "black book") which sets out rules for voluntary organizations to produce their annual accounting statement in a form that shows revenue and expenditures in relation to function or services of the organizations. Previously, such statements usually indicated only "line item" categories, i.e., salaries, materials, income sources and the like.

To collect this type of data there must be general agreement among the parties collecting the data and those supplying the data, whether they be employees of the aggregating or contracting organization, as to what the functions or services are, what components are being paid for, and what worker activities relate to what services.

A fairly exhaustive effort undertaken by a private organization as a result of the new legislation was the formulation of the Program Classification System (PCS) developed by the National YMCA (see Exhibit 3). This structure is primarily a grouping of services and programs offered by the 2000 local operating units of the "Y," with only minimal attempts at service and service unit definitions, although that is envisioned as the next step. It has not been fully tested and some local "Y" 's have reservations, but it represents the first step in a long process towards describing what they do and provides a basis for producing meaningful national statistics about their services. It was perhaps more difficult for the "Y" to do this than it might have been for other voluntary organizations with less diversified programs, and a more concentrated focus, such as the National Homemaker/Home Health Organization or Family Service Organization.

PROBLEM 3—NO COMMON LANGUAGE OF SERVICES

A close relative to the problem of service definitions *within* organizations and programs is the problem of a common language of service or taxonomy *between* organization and programs. Work on the latter has accelerated in the past year and HEW's recent analysis of fifty states' Title XX services indicates that it is taking steps to provide some leadership in the development of a new national Human Services taxonomy.

TITLE XX SERVICES ANALYSIS

Under the sponsorship of HEW/SRS, a project to analyze the service definitions contained in the 50 state Title XX Comprehensive Annual Services Program (CASP) Plans has just been completed. The approach to this effort was to use as a baseline the service definitions in the Federal Social Services Reporting Requirements (SSRR), which were developed by SRS. The services and definitions from the state plans were compared against the SSRR services and definitions as to their components, activities, elements, limitations and special conditions. Those services offered by states but not defined in the SSRR were analyzed using the same method. An example of one of the service analyses is shown in Exhibit 4.

PROBLEMS IN DEVELOPING UNITS OF SERVICE

EXHIBIT 4
HOMEMAKER SERVICES

TOTAL ENTRIES—64

Titles used by States

- (28) Homemaker Services
- (5) Respite Care
- (3) Homemaker for Adults
- (2) Homemaker/Home Health Aide
- (2) Homemaker for Families and Children
- (1 each) Homemaker—Adults; Homemaker—Children; Homemaker—Families; Homemaking; Homemaker—Aged and Disabled; Homemaker and/or Trainer/Chore Services for DD Persons in Semi-Independent Living; Homemaker and Chore; Chore and/or Homemaker; Home Management, Homemaker and Chore; Homemaker/Chore Service/Home Health Aide; Homemaker and Home Health Aide; Homemaker—Health Aide; Homemaker, Caretaker and Aide; Homemaker and Aide; Home Health Aide; Homemaker—Home Health Services; Home Health Services; Emergency Homemaker; Housekeeper; Home Maintenance; Respite Care for Developmentally Disabled Persons; Companion; Special Care for Children in Their Own Home

ACTIVITIES

Case Management

Care

- (26) Personal care
- (7) Care
- (7) Child care
- (7) Temporary care
- (4) Supervision of child
- (3) Supplementary care
- (2) Substitute care
- (2) Short-term care
- (2) Supervisory care
- (2) Non-medical care
- (2) Skilled assistance
- (2) In-home assistance
- (2) Emergency care
- (1) Emergency surrogate care

COMPONENTS OF ACTIVITIES

Case Management

- (7) Assess needs
- (1) Individual assessment
- (1) Social diagnosis, assessment and evaluation
- (4) Counseling
- (4) Arrange
- (1) Authorize
- (2) Evaluate
- (2) Counseling on use of resources
- (4) Information
- (3) Referral

Care

- (3) Bathing
- (2) Hair care
- (2) Dressing
- (1) Foot care
- (1) Feeding
- (1) Shaving
- (1) Toileting assistance
- (1) Massages
- (1) Rub-downs
- (1) Exercising

THE ELUSIVE UNIT OF SERVICE

EXHIBIT 4 (con'td.)
HOMEMAKER SERVICES

ACTIVITIES

COMPONENTS OF ACTIVITIES

Care

(continued)

- (1) Non-nursing care
- (1) Intensive care
- (1) Day care
- (1) Companion services

Home Care

- (16) Home management
- (10) Home maintenance
- (7) Household tasks
- (7) Housekeeping
- (6) Household management
- (5) Family management
- (3) Household care
- (2) Homemaking tasks
- (2) Supervision
- (1) Homemaker assistance
- (1) Home help
- (1) Household activity
- (1) Chore services
- (2) Household budget management
- (1) Financial management
- (1) Money management

Health Care

- (3) Health care
- (1) Carry out health care recommendations
- (1) Carry out physician's instructions
- (1) Nursing care
- (1) Assist visiting nurses
- (1) Medical regimen
- (1) Assist administer medication
- (1) Care for surgical dressings
- (1) Prepare special meals
- (1) Personal health services
- (1) Rehabilitation services
- (1) Preventive services

Placement

- (1) Temporary placement
- (1) Foster care placement
- (1) Emergency shelter
- (1) Twenty-four hour care

ACTIVITIES

COMPONENTS OF ACTIVITIES

Instruction

Instruction

- (21) Instruction/Teaching
- (1) Demonstration
- (1) Guidance
- (1) Educational services

- (8) Home management
- (8) Child care/rearing
- (5) Home maintenance
- (5) Household budget

PROBLEMS IN DEVELOPING UNITS OF SERVICE

EXHIBIT 4 (con'td.) HOMEMAKER SERVICES

COMPONENTS OF ACTIVITIES

- (5) Nutrition
- (5) Hygiene/health
- (4) Personal care
- (3) Household/home care
- (3) Homemaking
- (3) Food preparation
- (3) Consumer education
- (2) Self-care
- (1) Housekeeping skills
- (1) Supportive function
- (1) Supervision
- (1) Parenting skills
- (1) Social skills

Other Activities

- (3) Temporary relief
- (2) Relief
- (1) Professionally directed services
- (1) Paraprofessional activities
- (1) Homehelper services
- (1) Provide parental models
- (1) Parenting skills
- (1) Prevention of family break-up
- (2) Report to agency
- (2) Observe for protective purposes
- (1) Evaluate for protective purposes
- (1) Assistance to provider to upgrade skills
- (1) Community education programs
- (12) Transportation
- (1) Escort

SUPPORTIVE/SUBORDINATE ACTIVITIES

- (6) Medical care/services
- (5) Remedial care/services
- (4) Board
- (3) Room
- (3) Health services

GENERAL LIMITATIONS FOR ENTIRE SERVICE

By Whom

- (30) Trained homemaker
- (21) Supervised homemaker
- (5) Professionally supervised homemaker
- (4) Agency trained homemaker
- (4) Aide
- (3) Homemaker
- (3) Supervised health aide
- (3) Qualified paraprofessionals
- (3) Home health aide
- (2) Health aide
- (2) Volunteers
- (1) Professionally trained homemaker

THE ELUSIVE UNIT OF SERVICE

EXHIBIT 4 (con'td.) HOMEMAKER SERVICES

- (1) Qualified homemaker
- (1) Housekeeper
- (1) Specially trained staff
- (1) Personnel trained in health techniques and homemaking
- (1) Nursing aides
- (1) Other responsible adult
- (1) Relatives or neighbors meeting department standards

Location

- (38) In home
- (2) In foster homes
- (1) In natural home
- (1) In residential facility
- (1) In group home
- (1) Out-of-home

Standards

- (5) Services must meet standards
- (3) Delivered in accordance with established recommended standards

Purpose

- (26) To enable individuals to strengthen their functioning in the home
- (23) To enable individuals to maintain their functioning in the home
- (22) To enable individuals to safeguard their functioning in the home

As of this writing, a set of 35 services common to at least 10 or more states with similar components have been identified (see Exhibit 5). The project's next step was to formulate service definitions based upon the most frequently appearing elements, components and limitations. This project may serve as a starting point for HEW to sponsor additional efforts that will lead to establishing a national taxonomy of Human Services. To be successful, this effort must involve people from all states, professional organizations, schools of social work, administrative personnel and especially the line staff who deliver the services.

EXHIBIT 5 TITLE XX SERVICES PLANNED BY STATES

NO. OF LISTINGS ASSIGNED SERVICE DESCRIPTORS

42	Adoption Services
3	*Advocacy Services
12	*Case Management Services
37	Chore Services
8	*Community Planning Services
1	**Community Services
1	**Consulting Service
57	Counseling Services

EXHIBIT 5 (con'td.)

TITLE XX SERVICES PLANNED BY STATES

NO. OF LISTINGS	ASSIGNED SERVICE DESCRIPTORS
30	Day Care Services for Adults
56	Day Care Services for Children
14	Day Care Services (Various Categories)
20	Diagnosis and Evaluation Services
29	Education and Training Services—General and Employment-Related
92	Education, Training and Treatment Services—Specialized
23	Emergency Services
60	Employment Services
10	*Family Life Services
52	Family Planning Services
17	Foster Care Services for Adults
33	Foster Care Services for Children
21	Foster Care Services (Various Categories)
53	Health Related Services
36	Home Delivered/Congregate Meals Services
64	Homemaker Services
46	Home Management Services
35	Housing Improvement Services
48	Information and Referral Services
2	*Inmate Services
1	**Interpreter Service
37	Legal Services
1	**Outreach Services
3	*Parole and Probation Services
30	Placement Services
1	**Prenatal and Postpartum Care, Training and Counseling
34	Protective Services for Adults
46	Protective Services for Children
18	Protective Services (Various Categories)
3	*Public Awareness/Education Services
29	Recreational Services
31	Residential Care Services
1	**Residential Services
24	Residential Treatment Services
1	**Secure Money Entitlements and Other Benefits
4	*Services to Maintain Community Residency
18	Services to Unmarried Parents
27	Socialization Services
1	**Social Rehabilitation Services
1	**Special Services for Adults
12	*Special Services for Alcohol and Drug Abusers
5	*Special Services for the Blind
10	*Special Services for Children and Youth

EXHIBIT 5 (con'td.)

TITLE XX SERVICES PLANNED BY STATES

NO. OF LISTINGS ASSIGNED SERVICE DESCRIPTORS

- 11 *Special Services for the Disabled
- 16 *Special Services for Juvenile Delinquency
- 1 **Sustenance
- 15 *Transitional Services
- 45 Transportation Services
- 3 *Volunteer Services

* Services listed less than 17 times, but more than once

** Services listed only once and not seeming to fit under other descriptors

COMMON LANGUAGE IN THE PRIVATE SECTOR

Probably the most well known of these common language efforts is the United Way of America's UWASIS (United Way of America Services Identification System, see Appendix A). This document, sub-titled "People and Programs Need Uniform and Comparable Definitions," has had the widest usage in both public and private organizations looking for a "Common Language" for human services. Programs and services are defined within a framework of six major goals: Adequate Income and Economic Opportunity, Optimal Environmental Conditions and Provision of Basic Material Needs, Optimal Health, Adequate Knowledge and Skills, Optimal Personal and Social Adjustment and Development, Adequately Organized Social Instrumentalities.

UWASIS also suggests units called "program products" for many of their services. As the name indicates this unit is mainly output oriented, i.e., "unduplicated count of persons served in a year," and thus resembles the information required in the HEW/SRS Social Services Reporting Requirements. However, some of the UWASIS program products also include the input unit or provider type measurement, i.e., "total number of hour of counseling in a year."

UWASIS is currently being revised by United Way of America based upon a sizeable volume of inputs from users. Hopefully, the revision will reflect some of the field experiences with UWASIS service units, if, in fact, any such experiences have occurred.

PROBLEM 4—POOR UNIT DEFINITIONS

Many of the same problems encountered in defining services have recurred in developing service units, since the units developed by experimenters have, so far directly corresponded to a service component or activity.

An experimental effort to develop units in the private sector was sponsored by The Community Fund of Chicago during 1970-1. They designed and tested a candidate system to support their annual allocation of donated funds, which included establishing and measuring units of services provided by their participating agencies.

PROBLEMS IN DEVELOPING UNITS OF SERVICE

EXHIBIT 6
COMMUNITY FUND

LIST OF SERVICES

A. CHILD CARE SERVICES

A05 – Adoption Services
A10 – Day Care Services—General
A15 – Day Care Services—Special
A20 – Foster Family Care
A25 – Group Care for Children—Casework
A30 – Group Care for Children—Comprehensive
A35 – Group Care for Children—Emergency (Infants)
A40 – Group Care for Children—Institutional
A45 – Group Home Care
A50 – Protective Services for Children

B. FAMILY AND INDIVIDUAL SERVICES

B05 – Congregate Care—Ex-prisoners
B10 – Congregate Care—Homeless & Transients
B15 – Family & Individual Counseling
B20 – Family Life Education
B25 – Homemaker Services
B30 – Legal Aid Services
B35 – Maternity Home Services
B40 – Sheltered Workshops
B45 – Vocational Counseling and Placement
B50 – Vocational Preparation and Job Training

C. HEALTH SERVICES

C05 – Congregate Care—Aged and Chronically Ill
C10 – Coordinated Home Care Services
C15 – Emergency Room Care
C20 – Health Education
C25 – Home Nursing Services
C30 – Hospital In-patient Care
C35 – Outpatient Clinic Care—Dental
C40 – Outpatient Clinic Care—General
C45 – Outpatient Clinic Care—mental
C50 – Preventive Maternal and Child Health Services

D. NEIGHBORHOOD AND COMMUNITY CENTER SERVICES

D05 – Camping Services—Day
D10 – Camping Services—Resident
D15 – Group Services—Social Development
D20 – Group Services—Social Rehabilitation
D25 – Neighborhood Development and Organization
D30 – Physical Education and Athletics
D35 – Supplementary Education
D40 – Troop-Type Services

E. OTHER

E05 – Community Welfare Planning—Research & Central Services
E10 – Training & Recruitment of Professionals and Volunteers

THE ELUSIVE UNIT OF SERVICE

"Service Profiles" were developed in five separate service areas of service (see Exhibit 6). The profiles included "volumes of services" currently being provided persons served, days of service, etc. Examples of the units used were a 'Child Care Day,' a 'Camper Day,' one 'Troop Meeting,' one 'Group Session.' A test was conducted using the agencies providing the "Neighborhood and Community Center Services" category of service, Category D, which involved measuring the number of units provided, hours of personnel time and cost of service component. This data was collected for each type of service in the category and reports were produced showing total units by service, average units per agency, average unit cost and average unit cost per agency (see Exhibits 7, 8 and 9). The system operated manually although it was eventually to be computerized. The test discovered that the agencies had great difficulty relating to the unit definition as well as other elements of the system and were not equipped to participate in so sophisticated a process.

A similar experiment was tried by the YMCA in Chicago. (The Chicago branches of the voluntary agencies are the largest in the country and they have done much of the innovation in systems development in that field.) Using the Program Classification System (PCS) as their service base and using numbers of participants as units, they recorded data at three local operating units on all individuals using the facility and participating in programs. The results were similar to those experienced in the Community Fund Project. The combination of overkill by the designers and under-readiness by the participants caused both of these projects to be abandoned—the designers were too far ahead of their time.

Similar efforts by public agencies are described later in Section VI.

PROBLEM 5—LACK OF DATA

Perhaps the primary barrier to defining services, or units, is the lack of data from which to draw examples or conclusions. The agencies providing Human Services have not been required by the funding bodies to supply detailed information about their services, a condition causing the postponement or often the elimination of data collecting on the service delivery process. Without some minimal information base, it is hard to compare offices or states, what is provided, to whom, and with what results? Only when detailed information is kept on services planned and provided can we begin to know specifically what an agency does and what has happened to the agency's client. This is not to say that a detailed paper-shuffling process will be permanently required; but rather that we must establish what *is*, before we determine what can and should be.

PROBLEM 6—NO PUBLIC "PRICING" OF SERVICES

Social Services are not generally purchased directly by the public, and thus, there is no set "price" per service. Although recipients sometimes pay for services, the fee depends more on their income than on the service's actual cost.

AGENCY CODE - 07

SERVICE D05 - Camping Services - Day

PERFORMANCE DATA

1 CODE	2 ACTIVITY	3 WORK UNITS NAME	4		5		6		7		8		9		10		11		12		13	
			NUMBER		NUMBER		MAN-HOURS		MAN-HOURS PER UNIT		TOTAL FOR YEAR		TOTAL FOR YEAR		TOTAL FOR YEAR		TOTAL FOR YEAR		TOTAL FOR YEAR		TOTAL FOR YEAR	
			1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.
	Regular Program	Camper Day	5308	17650	21	21	2733	2733	.2	.2					\$14,235	\$14,000						
	Personnel														13,247	12,780						
	Supplies and Equipment														988	1,220						
	Food Service	Camper Day	5308	17650	3	3	905	905	.1	.1					7,328	11,190						
	Personnel														1,294	1,325						
	Supplies and Equipment														278	0						
	Food														5,756	9,865						
	Maintenance	Camper Day	5308	17650	0	0	0	0	0	0					188	310						
	Personnel														0	0						
	Supplies and Equipment														188	310						
	Occupancy	Camper Day	5308	17650	0	0	0	0	0	0					1,238	1,253						
	Telephone and Postage	Camper Day	5308	17650	0	0	0	0	0	0					483	585						
	Transportation	Camper Day	5308	17650	0	0	0	0	0	0					18,676	24,584						
	Personnel														0	0						
	Supplies and Equipment														18,676	24,584						
	Miscellaneous	Camper Day	5308	17650	0	0	0	0	0	0					2,569	1,308						
	Specific Assistance														2,569	1,065						
	Other														0	243						
DIRECT OPERATIONS TOTAL			5308	17650			3638	3638	.3	.3					44,717	53,230						
FUND RAISING															4,731	2,370						
MANAGEMENT AND GENERAL															5,187	5,177						
SERVICE TOTAL			5308	17650											54,635	60,777						

PROPOSED
COMPUTER
REPORT

TOTAL
WORK UNITS

Total
Cost

Av
for

EXHIBIT 7

ices - Day

PERFORMANCE DATA

3	4	5	6	7	8	9	10	11	12	13	14	15										
													WORK UNITS		PERSONNEL				OPERATING COSTS			
													NAME	NUMBER		NUMBER		MAN-HOURS		MAN-HOURS PER UNIT		TOTAL FOR YEAR
1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.	1970 Actual	1971 Est.											
Camper Day	5308	17650	21	21	2733	2733	.2	.2	\$16,235	\$14,000	\$.93	\$.79										
									13,267	12,780												
									988	1,220												
Camper Day	5308	17650	3	3	905	905	.1	.1	7,328	11,190	.48	.63										
									1,294	1,325												
									278	0												
									5,756	9,865												
Camper Day	5308	17650	0	0	0	0	0	0	188	310	.01	.02										
									0	0												
									188	310												
Camper Day	5308	17650	0	0	0	0	0	0	1,238	1,253	.08	.07										
Camper Day	5308	17650	0	0	0	0	0	0	483	585	.03	.03										
Camper Day	5308	17650	0	0	0	0	0	0	18,676	24,584	1.22	1.39										
									0	0												
									18,676	24,584												
Camper Day	5308	17650	0	0	0	0	0	0	2,569	1,308	.17	.07										
									2,569	1,065												
									0	243												
Camper Day	5308	17650			3638	3638	.3	.3	44,717	53,230	2.92	3.00										
									4,731	2,370	.31	.13										
									5,187	5,177	.34	.29										
Camper Day	5308	17650							54,635	60,777	3.57	3.42										

PROPOSED
COMPUTER
REPORT

TOTAL
WORK UNITS

Total
Cost

Average Cost
for Agency 07

EXHIBIT 7

PROBLEMS IN DEVELOPING UNITS OF SERVICE

AGENCY CODE - 07

SERVICE D05 - Camping Services-Day

PERFORMANCE DATA FEEDBACK REPORT

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
ACTIVITIES (Cost Centers)	WORK UNIT	TOTAL WORK UNITS	AGENCY WORK UNITS	AGENCY PER CENT	TOTAL COST	AGENCY COST	AGENCY PER CENT	AVERAGE COST PER UNIT	AVERAGE COST PER AGENCY	AGENCY PER CENT
Regular Program	Camper Day	63,291	15,308	24.2	\$104,456	-\$14,235	13.6	\$1.65	\$1.87	\$
Food Service	"	63,291	15,308	24.2	8,491	7,328	86.3	.13	.14	
Maintenance	"	63,291	15,308	24.2	8,800	188	2.1	.14	.24	
Occupancy	"	63,291	15,308	24.2	32,542	1,238	3.8	.51	.63	
Telephone & Postage	"	63,291	15,308	24.2	5,685	483	8.5	.09	.10	
Transportation	"	63,291	15,308	24.2	51,995	18,676	35.9	.82	.76	
Miscellaneous	"	63,291	15,308	24.2	7,573	2,569	33.9	.12	.14	
Direct Operations	"	63,291	15,308	24.2	219,542	44,717	20.4	3.46	3.88	2
Management and General	"	63,291	15,308	24.2	32,323	5,187	16.0	.51	.54	
Fund Raising	"	63,291	15,308	24.2	25,840	4,731	18.3	.41	.40	
Service Total	"	63,291	15,308	24.2	277,705	54,635	19.7	4.38	4.82	3

Total Average Cost
All Agencies

Total A
Age

PROPOSED
COMPUTER
REPORT

EXHIBIT 8

Long Services-Day

PERFORMANCE DATA FEEDBACK REPORT

(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
<u>WORK UNIT</u>	<u>TOTAL WORK UNITS</u>	<u>AGENCY WORK UNITS</u>	<u>AGENCY PER CENT</u>	<u>TOTAL COST</u>	<u>AGENCY COST</u>	<u>AGENCY PER CENT</u>	<u>AVERAGE COST PER UNIT</u>	<u>AVERAGE COST PER AGENCY</u>	<u>AGENCY COST PER UNIT</u>	<u>VARIANCE</u>
Campers Day	63,291	15,308	24.2	\$104,456	-\$14,235	13.6	\$ 1.65	\$ 1.87	\$.93	\$ (.72)
"	63,291	15,308	24.2	8,491	7,328	86.3	.13	.14	.48	.35
"	63,291	15,308	24.2	8,800	188	2.1	.14	.24	.01	(.13)
"	63,291	15,308	24.2	32,542	1,238	3.8	.51	.63	.08	(.43)
"	63,291	15,308	24.2	5,685	483	8.5	.09	.10	.03	(.06)
"	63,291	15,308	24.2	51,995	18,676	35.9	.82	.76	1.22	.40
"	63,291	15,308	24.2	7,573	2,569	33.9	.12	.14	.17	.05
"	63,291	15,308	24.2	219,542	44,717	20.4	3.46	3.88	2.92	(.54)
"	63,291	15,308	24.2	32,323	5,187	16.0	.51	.54	.34	(.17)
"	63,291	15,308	24.2	25,840	4,731	18.3	.41	.40	.31	(.32)
"	63,291	15,308	24.2	277,705	54,635	19.7	4.38	4.82	3.57	(1.03)

Total Average Cost
All Agencies

Total Average Cost
Agency 07

PROPOSED
COMPUTER
REPORT

EXHIBIT B

UNIT COST COMPARATIVE ANALYSIS

SERVICE D05 - Camping Services-Day

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
<u>AGENCY CODE</u>	<u>WORK UNIT</u>	<u>TOTAL WORK UNITS</u>	<u>AGENCY WORK UNITS</u>	<u>AGENCY PER CENT OF WORK UNITS</u>	<u>TOTAL COST</u>	<u>AGENCY COST</u>	<u>AGENCY PER CENT OF TOTAL COST</u>	<u>AVERAGE COST PER UNIT</u>	<u>AGENCY COST PER UNIT</u>
01	Camper Day	63,291	4,870	7.7%	\$ 277,705	\$ 18,100	6.5%	\$ 4.38	\$ 3.7
02	"	63,291	2,350	3.7	277,705	11,718	4.2	4.38	4.9
03	"	63,291	3,215	5.1	277,705	12,404	4.4	4.38	3.8
04	"	63,291	7,605	12.0	277,705	31,894	11.5	4.38	4.2
05	"	63,291	3,664	5.8	277,705	11,073	4.0	4.38	3.0
06	"	63,291	2,890	4.6	277,705	8,905	3.2	4.38	3.0
07	"	63,291	15,308	24.2	277,705	54,635	19.7	4.38	3.5
08	"	63,291	10,269	16.2	277,705	94,904	34.2	4.38	9.2
09	"	63,291	<u>13,120</u>	<u>20.7</u>	277,705	<u>34,072</u>	<u>12.3</u>	4.38	2.6
TOTALS			63,291	100.0%		\$277,705	100.0%		

Variance Explanations

- 01 - Does not provide activities with .64 unit cost
- 02 - Does not provide activities with .87 unit cost
- 03 - Does not provide activities with .65 unit cost
- 04 - Does not provide activities with .14 unit cost
- 05 - Does not provide activities with .09 unit cost
- 06 - Does not provide activities with .65 unit cost
- 07 - Provides ALL Activities
- 08 - Does not provide activities with .13 unit cost
- 09 - Does not provide activities with .13 unit cost

PROPOSED
COMPUTER
REPORT

Average cost

Community Fund of Chicago, Inc.
June, 1971

UNIT COST COMPARATIVE ANALYSIS

(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
TOTAL WORK UNITS	AGENCY WORK UNITS	AGENCY PER CENT OF WORK UNITS	TOTAL COST	AGENCY COST	AGENCY PER CENT OF TOTAL COST	AVERAGE COST PER UNIT	AGENCY COST PER UNIT	VARIANCE
63,291	4,870	7.7%	\$ 277,705	\$ 18,100	6.5%	\$ 4.38	\$ 3.71	\$ (.03)
63,291	2,350	3.7	277,705	11,718	4.2	4.38	4.98	1.47
63,291	3,215	5.1	277,705	12,464	4.4	4.38	3.85	.12
63,291	7,605	12.0	277,705	31,894	11.5	4.38	4.20	(.04)
63,291	3,664	5.8	277,705	11,073	4.0	4.38	3.04	(1.25)
63,291	2,890	4.6	277,705	8,905	3.2	4.38	3.07	(.66)
63,291	15,308	24.2	277,705	54,635	19.7	4.38	5.57	(.81)
63,291	10,269	16.2	277,705	94,904	34.2	4.38	5.22	4.97
63,291	<u>13,120</u>	<u>20.7</u>	277,705	<u>34,072</u>	<u>12.3</u>	4.38	2.60	(1.65)
	63,291	100.0%		\$277,705	100.0%			

Average cost per Agency 07

PROBLEMS IN DEVELOPING UNITS OF SERVICE

Activities

- de activities with .64 unit cost
- de activities with .87 unit cost
- de activities with .65 unit cost
- de activities with .14 unit cost
- de activities with .09 unit cost
- de activities with .65 unit cost
- activities
- de activities with .13 unit cost
- de activities with .13 unit cost

PROPOSED
COMPUTER
REPORT

EXHIBIT 9

PROBLEM 7—UNIQUE NATURE AND COMPOSITION OF THE SERVICES

Most of the services that fall into the category of "social" services are "family substitute" type services, i.e., day care for children and adults, foster care, homemaker services, etc. In the recent past, these functions were performed by the family, not the government or other outside agency. Most other human services have been provided outside family for a much longer time—education services, health services, legal services, transportation, etc. As Social Services are the least institutionalized of publicly-delivered services in the human service field (See Kamerman and Kahn), it is probably unreasonable to expect them to be as well-defined as the older services. Only at this stage in the formalization of these services has there been a concentrated effort to define service units and determine the unit costs or rates for each type of service.

PROBLEM 8—LACK OF PROJECT CONTINUITY IN EXPERIMENTAL EFFORTS

To fully develop and validate operational service units, organizations must commit themselves to completing their experiments. Most past efforts have lacked that commitment to continuity and have been terminated too early to provide useful data or to establish a solid base for continuing research in their localities.

PROBLEM 9—LINKAGE OF UNIT DEVELOPMENT WITH WORKER EFFICIENCY MEASUREMENT

Most of the previous experiments with units have used the time-based unit, and most of the data was derived from time expended by workers, as recorded on a time card or similar form. Although in many cases there was no plan to measure worker efficiency, many workers thought it would be an inevitable outcome of the experiment.

It is difficult to determine exactly how this affected the integrity of the workers' data, but it is reasonable to assume that the data would have been more valid if not perceived as potentially threatening.

In the Booz-Allen test (see Section VI), the workers felt that their efficiency was being measured and they suggested adding other units, in addition to the units directly related to services, which included hours of case management and units of information and referral (expressed in "contacts" or "instances"). According to the test report, adding units to account fully for worker time increased employee support.

PROBLEM 10—LACK OF SYSTEMS DESIGNERS WHO UNDERSTAND THE "WHOLE" OF THE UNIT OF SERVICE SYSTEM

Developing service units involves assembling data from sources which often operate independently within organizations. To see these components working together as a system requires experience with each component and the ability to comprehend the larger implications of the whole. Usually

PROBLEMS IN DEVELOPING UNITS OF SERVICE

work assignments in social service organizations are limited to one or two areas and very few people have dealt with all the sub-systems that ultimately contribute to the complete unit-of-service system.

PROBLEM 11—LACK OF SUPPORTING SYSTEMS IN PLACE

The definition of units and development of unit reporting should be the last features of a social service information system to be implemented. Designing and implementing a basic information system for Human Services has proven difficult enough, without adding the extra burden of the service unit. Many human services information systems have just now developed to the point where units of service design is feasible. An overriding majority, however, have not progressed even that far.

PROBLEM 12—INADEQUATE TEST OF A SYSTEM

The tendency of system designers, pressed by time and short on resources, is to rush into a full-blown implementation without a thorough "wringing out" of the concept under real-life conditions. As a result, many systems have "gone under" or been faced with costly re-design that could have been avoided.

PROBLEM 13—LACK OF INFORMATION USE BY MANAGEMENT

Because the service unit system is a relatively new concept, management has not fully capitalized upon the resulting output for planning or program evaluation. Managers and supervisors are used to planning in terms of number of people, their salaries, and related costs, and not by the volume of services either rendered by the organizations or received by its clients, or the relationship of the services to client satisfaction.

UNIT OF SERVICE SYSTEMS

The purpose of this section is to describe representative unit-of-service systems in the Social Services and Mental Health fields, and to provide an overview of current research on that subject.

The projects described are intended to show a current cross-section of unit-of-service usage; the list, however, is in no way inclusive. Many public and private organizations use units to some degree, but the ones described seemed to give the broadest picture of unit usage in various types of organizations.

Our intention was to select systems so that there would be county-based and state-based systems in both Social Services and Mental Health, at least one system that included unit costs, and that all four types of units would be discussed. (Section IV describes the four types of units.) The authors accept full responsibility for the descriptions of the systems and for observations made about them.

The systems to be described are:

Social Service Unit-of-Service Systems

- Booz-Allen Social Service Output Units
- San Joaquin County (California) Social Services Information System
- State of Utah, Department of Social Services, Social Services Information System
- State of Nebraska Social Service Information System

Mental Health Unit-of-Service Systems

- Orange County (California) Mental Health Management Information System
- Multi-State Information System (MSIS)

Unit-of-Service Research Projects

- New York State Unit of Service Cost Project
- State of Mississippi Unit of Service Cost Project

SOCIAL SERVICE UNIT-OF-SERVICE SYSTEMS

BOOZ-ALLEN SOCIAL SERVICE OUTPUT UNITS

Booz-Allen Public Administration Service, Inc. assisted by Touche-Ross

& Company developed and tested a scheme of service units under a "National Service Reform" contract funded by HEW/SRS in 1972-73. In the design phase, representatives from State and local private organizations worked closely with SRS/Community Services Administration (now Public Services Administration) personnel.

The contractor, utilizing inputs from this group and their own state-of-the-art survey, produced a list for testing forty-nine services units related to 17 services (see Exhibit 10). They attempted to focus on what they considered output units, although many of their units are, according to current definitions, input units (see Section V for description of types of units).

The plan was to test the 49 units in two sites—one with an established Social Service Information System and one with no system and no on-going data collection system. Budgetary constraints limited the test to one site, a regional social service delivery area in Texas which did not have an information system in place. The unit data was collected over a four week period on a "Worker Weekly Log" (see Exhibit 11). Summaries of data were made on the Service Unit Summary Sheet (see Exhibit 12). The actual summary of units reported during the test period is shown in Exhibit 13.

A thorough evaluation of the test results was conducted at the test site with the participation of line, supervisory and administrative staff.

In general, although the workers felt the units were easy to record, and that the experiment was useful, they did not believe the units employed accurately reflected all of their activities. They recommended that additional units of the following type be added:

- administrative or indirect service activities such as resource development and provider certification
- units to cover activities with non-eligible persons and persons without service plans
- units to reflect information and referral activities
- units to reflect counseling activities.

As a result of these inputs from the workers and other inputs from the advisory group, a final list of service units was developed for potential future usage (Exhibit 10).

PROS AND CONS OF THE BOOZ-ALLEN APPROACH

Pros

- A useful experiment solely for its research value
- The study has been a building block for many other efforts
- Inter-organizational involvement in designing the approach added validity to the test results
- Focus on output units enabled a good test of both the definitions and utility of the concept

Cons

- Experiment was too limited by time, resources and number of sites. As too often occurs in Federally-funded projects, the funding "players"

EXHIBIT 10

SERVICE	RECOMMENDED OUTPUT UNITS
Homemaker Service	<ul style="list-style-type: none"> • One hour—homemaker service • One arrangement—homemaker service
Housing Improvement	<ul style="list-style-type: none"> • One arrangement—for relocation, ownership or housing improvement • One relocation—rental or ownership • *One housing improvement
Home Management & Other Functional Educational Services	<ul style="list-style-type: none"> • One individual session-instructional/training • One group session—instructional/training • One arrangement—home management & other functional education
Family Planning	<ul style="list-style-type: none"> • One medical contraceptive service—supply or procedure • One arrangement—social, educational or medical services for family • One individual session—education, social, information • One group session—education, social, information
Foster Care Services for Children	<ul style="list-style-type: none"> • One child returned to own home or other permanent living arrangement • One placement—foster care home or group care facility • **One month of supervision
Transportation	<ul style="list-style-type: none"> • ***One one-way trip • One arrangement—transportation services

* Includes identifying sub-standard housing, improving landlord tenant relations, preventing evictions or directly obtaining housing improvements.

** Includes work with natural parents, foster parents, and child.

*** Can be individual or group; direct provision, or money given for transportation.

EXHIBIT 10

RECOMMENDED OUTPUT UNITS

- | | |
|---------------------------|--|
| | <ul style="list-style-type: none">• One hour—homemaker service• One arrangement—homemaker service |
| | <ul style="list-style-type: none">• One arrangement—for relocation, ownership or housing improvement• One relocation—rental or ownership• *One housing improvement |
| & Other
ional Services | <ul style="list-style-type: none">• One individual session-instructional/training• One group session—instructional/training• One arrangement—home management & other functional educational services |
| | <ul style="list-style-type: none">• One medical contraceptive service—supply or procedure• One arrangement—social, educational or medical services for family planning• One individual session—education, social, information• One group session—education, social, information |
| s for Children | <ul style="list-style-type: none">• One child returned to own home or other permanent living arrangement• One placement—foster care home or group care facility• **One month of supervision |
| | <ul style="list-style-type: none">• ***One one-way trip• One arrangement—transportation services |

g sub-standard housing, improving landlord tenant relations, preventing evictions or directly assisting client to
movements.

natural parents, foster parents, and child.

r group; direct provision, or money given for transportation.

EXHIBIT 10 (cont'd)**SERVICE****RECOMMENDED OUTPUT UNITS****Day Care Services for Children**

- One arrangement—any type of care
- One full-time day—in-home care
- One full-time day—care outside child's own home
- One part-time day—in-home care
- One part-time day—care outside child's own home

Chore Services

- One arrangement—chore services
- One hour—chore services

Day Care Services for Adults

- One day—any type of day care
- One arrangement—day care services

Home Delivered or Congregate Meals

- One preparation and delivery of a meal—client's own home
- One preparation of a meal—central dining facility
- One arrangement—home delivered or congregate meals

Protective Services for Adults

- One investigation which substantiates neglect, abuse, or exploitation
- One investigation which does not substantiate neglect, abuse, or exploitation
- One resolution of hazardous living situation or condition

Special Services for the Blind

- One session (group or individual) training/education for client or caregiver
- One aid/appliance
- One arrangement—specialized services or aids for blind

EXHIBIT 10 (cont'd)

RECOMMENDED OUTPUT UNITS

SERVICE

Children

- One arrangement—any type of care
- One full-time day—in-home care
- One full-time day—care outside child's own home
- One part-time day—in-home care
- One part-time day—care outside child's own home

- One arrangement—chore services
- One hour—chore services

Adults

- One day—any type of day care
- One arrangement—day care services

Congregate

- One preparation and delivery of a meal—client's own home
- One preparation of a meal—central dining facility
- One arrangement—home delivered or congregate meals

Adults

- One investigation which substantiates neglect, abuse, or exploitation
- One investigation which does not substantiate neglect, abuse, or exploitation
- One resolution of hazardous living situation or condition

the Blind

- One session (group or individual) training/education for client or caretaker
- One aid/appliance
- One arrangement—specialized services or aids for blind

EXHIBIT 10 (cont'd)

SERVICE	RECOMMENDED OUTPUT UNITS
Employment Services	<ul style="list-style-type: none"> • One diagnostic assessment • One arrangement—any type of training, diagnostic assessment or
Foster Care for Adults	<ul style="list-style-type: none"> • One placement—foster care home • One month of supervision • One arrangement for foster care
Health Related Services (Physical and Mental Health)	<ul style="list-style-type: none"> • One arrangement—to secure needed health services (includes ad • One placement—medical institutions and other health related facilit • One supportive counseling session
Protective Services for Children	<ul style="list-style-type: none"> • One unsubstantiated investigation • One investigation substantiating abuse, neglect, or exploitation • One resolution*—court action • One resolution*—parental intervention • One month of supervision
Educational Services	<ul style="list-style-type: none"> • One arrangement—educational training

* Resolution—amelioration of situation of abuse, neglect, or exploitation.

EXHIBIT 10 (cont'd)

ICE

RECOMMENDED OUTPUT UNITS

3	<ul style="list-style-type: none">• One diagnostic assessment• One arrangement—any type of training, diagnostic assessment or job placement
5	<ul style="list-style-type: none">• One placement—foster care home• One month of supervision• One arrangement for foster care
ces (al Health)	<ul style="list-style-type: none">• One arrangement—to secure needed health services (includes admissions)• One placement—medical institutions and other health related facilities• One supportive counseling session
or Children	<ul style="list-style-type: none">• One unsubstantiated investigation• One investigation substantiating abuse, neglect, or exploitation• One resolution*—court action• One resolution*—parental intervention• One month of supervision
	<ul style="list-style-type: none">• One arrangement—educational training

ion of situation of abuse, neglect, or exploitation.

EXHIBIT 10 (cont'd)

OUTPUT UNIT DEFINITIONS

Arrangement—Formal or informal agreement by another agency or resource to provide a service to the client of the public social service agency. This would include only purchased services and services at no cost to the public social service agency, and does not include internal agency arrangements. An arrangement differs from a referral in that the worker must have direct assurance from the outside agency or resource that services will definitely be provided to the individual for whom the arrangement is being made.

Placement—Establishment of an individual client in a living situation (foster care home, half-way house, group care facility, etc.) or long term treatment facility (mental institution, nursing home, etc.), as a direct result of agency efforts.

Session—A focused contact with a client (up to one day in duration), the purpose of which is usually education, instruction, or training in a particular service area.

Month of Supervision (Foster Care and Protective Services)—The provision of this output unit requires that over the period of a month a service worker must have at least one direct contact with the client.

Day Care Services—For children, a full-time day of day care is defined to be care of 5 hours or longer in a 24 hour period. For children, a part-time day of care is care for less than 5 hours in a 24 hour period. For adults, a day of care is defined to be care of 8 hours or longer in a 24 hour period. If adult care is provided for less than eight hour periods, the number of days should be calculated by aggregating hours of care into x number of 8 hour days.

changed and the new ones had other priorities for research projects and did not extend this one

- Ignoring input or worker time units limited the use of the study as a test vehicle
- No related cost system that would parallel the unit system was developed
- The test was an "overlay," that is, it was not part of a system design that would continue in use, thereby leaving open the question of credibility of the research results.

SAN JOAQUIN COUNTY (CALIFORNIA) SOCIAL SERVICES INFORMATION SYSTEM

The San Joaquin County Social Services Information System (SSIS) is operated by the Social Services Bureau of the County Department of Public Assistance. The Bureau is responsible for administrating Title XX Social

EXHIBIT 12
SERVICE UNIT SUMMARY SHEET

1. AGENCY NAME _____ 2. PROJECT COORDINATOR _____

4. SERVICE WORKER/ VENDOR AGENCY	WEEKLY SUMMARY	5.																																												
		CHORE SERVICE	DAY CARE ADULTS	DAY CARE CHILDREN	EDUC SERV EMPLOYMENT SERVICES	FAMILY PLANNING	FOSTER CARE ADULTS	FOSTER CARE CHILDREN	HEALTH RELATED SERVICES	HOME DELIVERED CONGRE- GATE	HOME/MAKER SERVICE	HOME MOMT FUNCT ED	HOUSING IMPROVE- MENT	ADULT PROTEC- TIVE SERVICES	PRO SE FOR																															
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41				
1.	WEEK 1																																													
	WEEK 2																																													
	WEEK 3																																													
	WEEK 4																																													
	SUBTOTAL																																													
2.	WEEK 1																																													
	WEEK 2																																													
	WEEK 3																																													
	WEEK 4																																													
	SUBTOTAL																																													
3.	WEEK 1																																													
	WEEK 2																																													
	WEEK 3																																													
	WEEK 4																																													
	SUBTOTAL																																													
4.	WEEK 1																																													
	WEEK 2																																													
	WEEK 3																																													
	WEEK 4																																													
	SUBTOTAL																																													
5.	WEEK 1																																													
	WEEK 2																																													
	WEEK 3																																													
	WEEK 4																																													
	SUBTOTAL																																													
6.	WEEK 1																																													
	WEEK 2																																													
	WEEK 3																																													
	WEEK 4																																													
	SUBTOTAL																																													
6. GRAND TOTAL																																														

Human Services Monograph Series • No. 1, June 1976 37



EXHIBIT 12

SERVICE UNIT SUMMARY SHEET

2. PROJECT COORDINATOR _____

3. PAGE _____ OF _____

A.		CHORE SERVICE	DAY CARE ADULTS	DAY CARE CHILDREN	EDUC SERV EMPLOYMENT SERVICES	FAMILY PLANNING	FOSTER CARE ADULTS	FOSTER CARE CHILDREN	HEALTH RELATED SERVICES	HOME DELIVERED CONGRGATE	HOMEMAKER SERVICE	HOME MGMT FUNCT ED	HOUSING IMPROVEMENT	ADULT PROTECTIVE SERVICES	PROTECTIVE SERVICES FOR CHILDREN	SPECIAL SERVICES TO BLIND	TRANSPOR-TATION																															
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49

UNIT OF SERVICE SYSTEMS



THE ELUSIVE UNIT OF SERVICE

EXHIBIT 13

SUMMARY OF SERVICE OUTPUT UNITS REPORTED

Service/ Output units	Unit Totals	Service/ Output units	Unit Totals
CHORE SERVICE	8	HOME DELIVERED/CONGREGATE MEALS	33
01 ONE ARRANGEMENT—CHORE SERVICES	4	26 ONE PREPARATION AND DELIVERY OF A MEAL—CLIENT'S OWN HOME	0
02 ONE HOUR—CHORE SERVICES	4	27 ONE PREPARATION OF A MEAL—CENTRAL DINING FACILITY	0
DAY CARE—ADULTS	1	28 ONE ARRANGEMENT—HOME DELIVERED OR CONGREGATE MEALS	33
03 ONE DAY—ANY TYPE OF DAY CARE	1	HOMEMAKER SERVICE	1
04 ONE ARRANGEMENT—DAY CARE SERVICES	0	29 ONE HOUR—HOMEMAKER SERVICE	0
DAY CARE—CHILDREN	1,979	30 ONE ARRANGEMENT—HOMEMAKER SERVICE	1
05 ONE ARRANGEMENT—ANY TYPE OF CARE	7	HOME MANAGEMENT/FUNCTIONAL EDUCATION	169
06 ONE FULL-TIME DAY—IN-HOME CARE	737	31 ONE INDIVIDUAL SESSION—INSTRUCTIONAL/TRAINING	109
07 ONE FULL-TIME DAY—CARE OUTSIDE CHILD'S OWN HOME	1,233	32 ONE GROUP SESSION—INSTRUCTIONAL/TRAINING	21
08 ONE PART-TIME DAY—IN-HOME CARE	0	33 ONE ARRANGEMENT—HOME MANAGEMENT AND OTHER FUNCTIONAL EDUCATIONAL SERVICES	39
09 ONE PART-TIME DAY—CARE OUTSIDE CHILD'S OWN HOME	3	HOUSING IMPROVEMENT	23
EDUCATIONAL SERVICES	5	34 ONE ARRANGEMENT—FOR RELOCATION, OWNERSHIP OR HOUSING IMPROVEMENT	16
10 ONE ARRANGEMENT—EDUCATIONAL TRAINING	5	35 ONE RELOCATION—RENTAL OR OWNERSHIP	1
EMPLOYMENT SERVICES	29	36 ONE HOUSING IMPROVEMENT	6
11 ONE DIAGNOSTIC ASSESSMENT	22	PROTECTIVE SERVICES—ADULTS	16
12 ONE ARRANGEMENT—ANY TYPE OF TRAINING, DIAGNOSTIC ASSESSMENT OR JOB PLACEMENT	7	37 ONE INVESTIGATION WHICH SUBSTANTIATES NEGLECT, ABUSE, OR EXPLOITATION	5
FAMILY PLANNING	65	38 ONE INVESTIGATION WHICH DOES NOT SUBSTANTIATE NEGLECT, ABUSE, OR EXPLOITATION	2
13 ONE MEDICAL CONTRACEPTIVE SERVICE—SUPPLY OR PROCEDURE	19	39 ONE RESOLUTION OF HAZARDOUS LIVING SITUATION OR CONDITION	9
14 ONE ARRANGEMENT—SOCIAL, EDUCATIONAL OF MEDICAL SERVICES FOR FAMILY PLANNING	24	PROTECTIVE SERVICES—CHILDREN	204
15 ONE INDIVIDUAL SESSION—EDUCATION, SOCIAL, INFORMATION	17	40 ONE UNSUBSTANTIATED INVESTIGATION	27
16 ONE GROUP SESSION—EDUCATION, SOCIAL, INFORMATION	5	41 ONE INVESTIGATION SUBSTANTIATING ABUSE, NEGLECT, OR EXPLOITATION	27
FOSTER CARE—ADULTS	4	42 ONE RESOLUTION—COURT ACTION	6
17 ONE PLACEMENT—FOSTER CARE HOME	2	43 ONE RESOLUTION—PARENTAL INTERVENTION	4
18 ONE MONTH OF SUPERVISION	0	44 ONE MONTH OF SUPERVISION	140
19 ONE ARRANGEMENT FOR FOSTER CARE	2	SPECIAL SERVICES—BLIND	11
FOSTER CARE—CHILDREN	51	45 ONE SESSION (GROUP OR INDIVIDUAL) TRAINING/EDUCATION FOR CLIENT OR CARETAKER	1
20 ONE CHILD RETURNED TO OWN HOME OR OTHER PERMANENT LIVING ARRANGEMENT	11	46 ONE AID/APPLIANCE	3
21 ONE PLACEMENT—FOSTER CARE HOME OR GROUP CARE FACILITY	8	47 ONE ARRANGEMENT—SPECIALIZED SERVICES OR AIDS FOR BLIND	7
22 ONE MONTH OF SUPERVISION	32	TRANSPORTATION	350
HEALTH-RELATED SERVICES	594	48 ONE ONE-WAY TRIP	322
23 ONE ARRANGEMENT—TO SECURE NEEDED HEALTH SERVICES (INCLUDES ADMISSIONS)	286	49 ONE ARRANGEMENT—TRANSPORTATION SERVICES	28
24 ONE PLACEMENT—MEDICAL INSTITUTIONS AND OTHER HEALTH RELATED FACILITIES	14		
25 ONE SUPPORTIVE COUNSELING SESSION	294		

* 53% Provided by vendor agency.

* 61% Provided by vendor agency.

EXHIBIT 14**SERVICE****RECOMMENDED OUTPUT UNITS**

- | SERVICE | RECOMMENDED OUTPUT UNITS |
|-----------------------------------|---|
| 1. Chore Services | .01 One arrangement—chore services
.02 One hour—chore services |
| 2. Day Care Services for Adults | .03 One day—any type of day care
.04 One arrangement—day care services |
| 3. Day Care Services for Children | .05 One arrangement—any type of care
.06 One full-time day—in-home care
.07 One full-time day—care outside child's own home
.08 One part-time day—in-home care
.09 One part-time day—care outside child's own home |
| 4. Educational Services | .10 One arrangement—educational service |
| 5. Employment Services | .11 One diagnostic assessment
.12 One arrangement—any type of training, diagnostic assessment, placement |
| 6. Family Planning | .13 One medical contraceptive service—supply or procedure
.14 One arrangement—social, educational or medical service planning
.15 One individual session—education, social, information
.16 One group session—education, social, information |
| 7. Foster Care for Adults | .17 One placement—foster care home
.18 One month of supervision
.19 One arrangement for foster care |

EXHIBIT 14

SERVICE

RECOMMENDED OUTPUT UNITS

	.01	One arrangement—chore services
	.02	One hour—chore services
Services for Adults	.03	One day—any type of day care
	.04	One arrangement—day care services
Services for Children	.05	One arrangement—any type of care
	.06	One full-time day—in-home care
	.07	One full-time day—care outside child's own home
	.08	One part-time day—in-home care
	.09	One part-time day—care outside child's own home
Services	.10	One arrangement—educational service
Services	.11	One diagnostic assessment
	.12	One arrangement—any type of training, diagnostic assessment or job placement
	.13	One medical contraceptive service—supply or procedure
	.14	One arrangement—social, educational or medical services for family planning
	.15	One individual session—education, social, information
	.16	One group session—education, social, information
Services for Adults	.17	One placement—foster care home
	.18	One month of supervision
	.19	One arrangement for foster care

UNIT OF SERVICE SYSTEMS

EXHIBIT 14 (Cont'd.)

SERVICE

RECOMMENDED OUTPUT UNITS

8. Foster Care Services for Children	.20	One child returned to own home or other permanent living a
	.21	One placement—foster care home or group care facility
	.22	¹ One month of supervision
9. Health Related Services (Physical and Mental Health)	.23	One arrangement—to secure needed health services (includes admissions)
	.24	One placement—medical institutions and other health relat.
	.25	One supportive counseling session
10. Home Delivered or Congregate Meals	.26	One preparation and delivery of a meal—client's own home
	.27	One preparation of a meal—central dining facility
	.28	One arrangement—home delivered or congregate meals
11. Homemaker Service	.29	One hour—homemaker service
	.30	One arrangement—homemaker service
12. Home Management and Other Functional Educational Services	.31	One individual session—instructional/training
	.32	One group session—instructional/training
	.33	One arrangement—home management and other functiona educational services
13. Housing Improvement	.34	One arrangement—for relocation, ownership or housing imp
	.35	One relocation—rental or ownership
	.36	² One housing improvement

55

¹ Includes work with natural parents, foster parents, and child.

² Includes identifying substandard housing, improving landlord tenant relations, preventing evictions or directly assist
obtain housing improvements.

EXHIBIT 14 (Cont'd.)

SERVICE

RECOMMENDED OUTPUT UNITS

- | | |
|---|---|
| Services for Children | .20 One child returned to own home or other permanent living arrangement |
| | .21 One placement—foster care home or group care facility |
| | .22 One month of supervision |
| Services (Mental Health) | .23 One arrangement—to secure needed health services (includes admissions) |
| | .24 One placement—medical institutions and other health related facilities |
| | .25 One supportive counseling session |
| Congregate Meals | .26 One preparation and delivery of a meal—client's own home |
| | .27 One preparation of a meal—central dining facility |
| | .28 One arrangement—home delivered or congregare meals |
| Homemaker Service | .29 One hour—homemaker service |
| | .30 One arrangement—homemaker service |
| Instructional and Other Functional Services | .31 One individual session—instructional/training |
| | .32 One group session—instructional/training |
| | .33 One arrangement—home management and other functional educational services |
| Housing | .34 One arrangement—for relocation, ownership or housing improvement |
| | .35 One relocation—rental or ownership |
| | .36 One housing improvement |

...al parents, foster parents, and child.

...standard housing, improving landlord tenant relations, preventing evictions or directly assisting client to
...ments.

EXHIBIT 14 (Cont'd.)

SERVICE

RECOMMENDED OUTPUT UNITS

14. Protective Services for Adults	.37	One investigation which substantiates neglect, abuse, or exploitation
	.38	One investigation which does not substantiate neglect, abuse, or exploitation
	.39	One resolution of hazardous living situation or condition
15. Protective Services for Children	.40	One unsubstantiated investigation
	.41	One investigation substantiating abuse, neglect, or exploitation
	.42	³ One resolution—court action
	.43	³ One resolution—parental intervention
16. Special Services for the Blind	.44	One month of supervision
	.45	One session (group or individual) training/education for caretaker
	.46	One aid/appliance
17. Transportation	.47	One arrangement—specialized services or aids for blind
	.48	⁴ One one-way trip
	.49	One arrangement—transportation services

³ Resolution—amelioration of situation of abuse, neglect, or exploitation.

EXHIBIT 14 (Cont'd.)

SERVICE

RECOMMENDED OUTPUT UNITS

Services for Adults	.37	One investigation which substantiates neglect, abuse, or exploitation
	.38	One investigation which does not substantiate neglect, abuse, or exploitation
	.39	One resolution of hazardous living situation or condition
Services for Children	.40	One unsubstantiated investigation
	.41	One investigation substantiating abuse, neglect, or exploitation
	.42	One resolution—court action
	.43	One resolution—parental intervention
Services for the Blind	.44	One month of supervision
	.45	One session (group or individual) training/education for client or caretaker
	.46	One aid/appliance
	.47	One arrangement—specialized services or aids for blind
	.48	One one-way trip
	.49	One arrangement—transportation services

on of situation of abuse, neglect, or exploitation.

UNIT OF SERVICE SYSTEMS

THE ELUSIVE UNIT OF SERVICE

Services program in the County, under the supervision of the State of California Department of Health.

Initial development of the SSIS was financed by an appropriation out of a special State discretionary fund and cost approximately \$113,000. Additions and modifications to date have increased the total to about \$250,000.

SYSTEM DEVELOPMENT HISTORY

In 1971, the State of California contracted to develop a social service information system which was to become the "model" for other counties in the state.

Los Angeles County was selected to participate with the state and the contractor in the design and testing of the system. As has been the case in many subsequent experiments, the large metropolitan area proved to be less than desirable as an initial test site.

As the L.A. location for the project began to falter, the State and the contractor decided that the project should be shifted to another county. San Joaquin, a medium-sized county close to the state capitol, volunteered to be the test site. This proved to be a positive step both for the project designers and sponsors and for the county social services management, who were at the "ready" stage for implementing an information system.

Prior to the development of the new system, the social service workers had used narrative accounts to describe what they did, their clients' problems and services received, and what happened to the client as a result of providing these services. Each narrative was different, used different terminology and was much too cumbersome for use by management, especially in trying to decide program emphasis, or in case load planning.

A part of the original system design proposed for San Joaquin called for the reporting of time spent by workers in delivering a service. The departmental management retained this feature because they felt such data would improve management techniques by providing a better picture of what happens in the delivery of social services.

UNIT DEVELOPMENT PROCESS

Work in San Joaquin began in May, 1973. It featured a "time" unit defined as one hour of service received by the client. This is a more simplified measurement than some of those found in current experimental projects, but it was rather unique at the time this project was initiated.

There were then no known States or counties using what we now call social service units, although some states were recording hours of services spent by workers and the Booz-Allen research effort described elsewhere in this section was underway. In addition, little or no literature was available on the subject. The social service director had, however, had experience with units in the health services field which enabled him to provide some guidance.

Testing of the proposed system design, which had already been well underway in Los Angeles, began shortly after the project was moved to San Joaquin. Workers selected as participants were those with generalized case loads not limited to a specialized services area. In this

way the design concept could be assessed with the widest possible sample of services and range of situations.

SYSTEM OVERVIEW

The SSIS Service Plan opens the case for the client (Exhibit 15). The Service Plan includes client identifying data, demographic data, current client goal, planned goal and review date for the plan. A case number is usually assigned for a family with each member being assigned a "person number." Originally the form included space for recording of barriers (needs or problems) and planned services. But since most cases turned out to be "one-service" cases, this seemed to be a wasted step.

If the service is purchased from a private agency, a service authorization is made to the provider agency specifying the type of service and number of hours per month to be provided. For services delivered directly by the county agency, a Service Delivery Form (Exhibit 16) is filled out with numbers of hours and minutes of service received by the client. For services delivered at the same time to more than one person in a family, the worker can enter the family's case number and then the person number for each family member receiving the same service. If persons with different case numbers simultaneously receive the same services, a separate form is filled out for each person.

In addition to services and hours of service received, the barrier code (or need code) toward which the service is applied is entered for each service and the barrier status (identified, removed or not removed) indicated. If the service worker has expended travel time in delivering the service, that time is recorded in hour and minutes.

The original system also included a form for the worker to record non-client-inter-active time in hours, but that is not recorded in the computer file.

Reports in addition to those required by HEW/SSRR are produced monthly, quarterly and yearly showing total number of hours of service provided by organizational division, by types of services, by goal and by barrier. (See Appendix B.)

The system of reporting hours of service has not been formally extended to include the private providers from whom the county purchases services. However, there are negotiations in progress to have them report just like direct workers and one agency already has initiated this procedure.

FUTURE OF THE PROJECT

Although San Joaquin has not yet developed cost per unit data, such information will be a part of the projected State effort for determining SSRR costs. Total worker time for 12 days out of the month will be sampled to arrive at a percentage base for allocating dollars by service. The next step would be to determine the cost per person associated with each service.

This system may be adopted by other county agencies, states, and the local mental health agency since the county has received numerous requests for information about it.

THE ELUSIVE UNIT OF SERVICE

EXHIBIT 15

SSIS SERVICE PLAN

PLAN NUMBER		TRANSACTION DATE			LIST NO.	
		MO	DAY	YR		

S	E	L	C	P	S	ADULT	CHILD	SPECIAL PROGRAM CODE(S)	PLAN		PRIMARY SUPP DIST #	PRIMARY ELIG DIST #	T	STATE CASE NUMBER	
									REVIEW DATE	ST				AID CD	
0														319	

LAST NAME		FIRST NAME		M/I
Primary Client				

A	C	BIRTH DATE			LIVING ARRANGE	ES	PT	SOCIAL SECURITY NO.	GENERAL NEEDS
		MO	DAY	YR					
1									
2									
3									
4									
5									
6									
7									
8									
9									

PRIMARY CLIENT: _____ CASE NUMBER: _____ DATE COMPLETED: _____

COMPANION PLANS: _____ WORKER SIGNATURE: _____

RESIDENCE ADDRESS						BELOW FOR SERVICE CLERK USE				PERS COUNT				
STREET NO.	SUF.	DIR.	STREET NAME	CITY	STATE	ZIP	A	CH	TR	CD				

MAILING ADDRESS	AUTHORIZED SIGNATURE	AUTH. DATE

Spec. 27 (11/75) *-Optional Fields



UNIT OF SERVICE SYSTEMS

EXHIBIT 15--Continued
*** (USE WHITE COPY, ONLY) ***

REVIEW AND CERTIFICATION OF ELIGIBILITY TO RECEIVE SERVICES

1. The person identified on reverse is hereby certified as eligible to receive social services effective _____ as checked below; DATE OF APPLICATION/PLAN

- 2. SSI/SSP Recipients
- AFDC Recipients

METHOD OF VERIFICATION

- Welfare Master File
- SDX -- Title XVI
- Other _____

STATE NO. _____

Income Eligible - Total Yearly Income \$ _____ FAMILY SIZE
 Total Monthly Income \$ _____

3. _____ NAME is ineligible to receive social services because _____

4. SIGNATURE

TITLE

DATE

SSIS SERVICE PLAN NARRATIVE

PLAN NARRATIVE: _____



EXHIBIT 16

SSIS SERVICE DELIVERY

DOC	PLAN NUMBER	DELIVERY DATE	DIST NO
S			

SEQ	PERSON NUMBER	SERVICE CODE	BARBER			STATUS			GROUP SESSION			NEW LIVING ARRANG	TIME TOTALS			NO DELIV	DFA 48
			CODE	ST	GL	PL	# IN GROUP	# RPTD	# S/W	CLIENT	TRAVEL		TOTAL				
A												:	:	:			
B												:	:	:			
C												:	:	:			
D												:	:	:			

COMMENTS:

* * * * *

CLIENT NAME:

CASE NUMBER:

WORKER NAME:

REV: 11/18/74
SPEC: 27A (12/74)

EXHIBIT 16

SSIS SERVICE DELIVERY

PLAN NUMBER	DELIVERY DATE	DIST NO

ACTION CODE
1 - REGULAR DELIVERY
2 - DELETE DELIVERY
3 - INCREASE TIME
4 - DECREASE TIME
(NOTE: 3 AND 4 ARE NOT COUNTED AS DELIVERIES)

SERVICE NO	BARRIER		STATUS		GROUP SESSION			NEW LIVING ARRANG	CLIENT	TIME TOTALS		NO. DELIV	DEFA 40	SPEC FIELDS *					
	CODE	ST	GL	PL	# IN GROUP	# RPTD	# S/W			TRAVEL	TOTAL			A	B	C	D	E	F
									:	:	:								
									:	:	:								
									:	:	:								
									:	:	:								

* * * * *

THE ELUSIVE UNIT OF SERVICE

CASE NUMBER:

WORKER NAME:

(* - OPTIONAL FIELDS) ©

PROS AND CONS OF THE SAN JOAQUIN SYSTEM

Pros

- The project's reports have proved invaluable to various levels of management.
- Unit data has been revised. Previous assumptions about peak times for certain services has allowed better planning to meet seasonal trends.
- Reports on units delivered provide accurate and timely information for analyzing the needs of the current "service population" as required by Title XX.
- The unit data is also used as evidence in budget hearings, specifically when dollar shifts among services are projected.

The information system as a whole has enhanced communications between workers and clients, among workers, between workers and supervisors, and between levels of supervision. The old narrative forms of recording service activity could never have done this, since words have different meanings to different people and reading lengthy narratives is too time consuming. Expected worker resistance to the new system failed to materialize and no one wishes to return to the old ways.

Workers can now easily look at a client's record, see what services he received and the level or volume or the service required without depending on interpretation from the worker who originally delivered the services.

Cons

- There is no cost allocation feature in the present system so actual unit costs cannot be determined.
- Reports a.med only at time with client may threaten the case worker. The balance of case worker time should be accounted for on the computer reports.
- The computer reports are difficult to read, contain too much information on one page and are poorly formatted.

STATE OF UTAH, DEPARTMENT OF SOCIAL SERVICES SOCIAL SERVICES INFORMATION SYSTEM

The Department of Social Services in Utah has one of the country's most advanced information systems for social services featuring a rather unique unit of service approach. The "Utah unit" has been developed differently for those services that are provided directly by case workers in the State Department of Social Services and for services that are purchased from private agencies.

DIRECT DELIVERED SERVICES

The direct delivery service unit is based upon *time*—the time a case worker spends in working with, or on behalf of a client (called a 'consumer' in the Utah system). The unit is measured in one-half hour increments, and while this is not in itself unusual, the multiple uses of the

THE ELUSIVE UNIT OF SERVICE

time unit both by the case worker and the departmental managers is unique in social services systems. The Utah unit is used to:

- Budget case worker time
- Schedule clients
- Estimate caseloads
- Estimate costs
- Negotiate with provider agencies

and for many other related purposes.

The unit system might be called the '683' system, since 683 is the number of one-half hours each full-time case worker is expected to spend on client-related work during a three month period or quarter. The 683 was derived by first figuring the total one-half hours available during the quarter: 73 hours a month x 3 months x 2 (1/2 hour) = 1038. The quarter is called an "episode" in Utah. All consumer-related activities are scheduled and consumer objectives stated for each 3 month period. Program objectives are reviewed with the consumer and services are planned quarterly.

Testing for the amount of time that could be budgeted or 'loaded' for consumer-related work determined that an amount slightly less than 2/3 of the case workers time, i.e., 683 one-half hours was a good target figure for quarterly operations. An expected average number of units per service per quarter has also been determined and catalogued in a Service Inventory (see Appendix C).

The sequence of events for using the 683 units is as follows: A consumer first sees a Master Service Unit worker whose job it is to fill out the Consumer Information Sheet (see Exhibit 17). This form, in addition to basic demographic and family information, contains the goal and program objective for the service. The program objective is similar to the "Product Unit" in the New York system.

A second form, the Social Service Plan sheet (Exhibit 18) is partially filled out with the Service needed, the worker to be assigned, the service delivery responsibilities and the estimated number of units from the Services Inventory (this form is also used for Purchase of Service and will be described below).

At this point, the information from both forms is entered into the automated system by remote terminal in the urban areas, and by batch method from the rural areas. (90% of the Utah case load is in the 80-mile corridor in the Western part of the State from Provo to Ogden.) Each case worker receives a monthly report on his cases and the number of units scheduled.

The responsible case worker uses the Social Services Plan sheet to update the clients' computer file either quarterly or as the services are rendered. Various reports are produced to compare the units of service rendered with those scheduled and to determine the availability and efficiency of particular case workers. Exhibit 19 is one of these, showing units rendered by target population by district.

The 683 one-half hours is reviewed periodically by both case workers and supervisors to assure that it is a reasonable number for use as a tool in planning and managing the delivery of services.

EXHIBIT 17

UTAH DSS DFS

UTAH DEPARTMENT OF SOCIAL SERVICES
DIVISION OF FAMILY SERVICES
CONSUMER INFORMATION SHEET

FORM 24
REV. 8/75

INDICATIVE INFORMATION					CONTACT			
1 NAME		6 SOCIAL SECURITY NO.			20 PLACE	21 TYPE	22 REFERRAL	
2 RESIDENCE STREET		7 MAILING STREET			<input type="checkbox"/> FIELD <input type="checkbox"/> OFFICE	<input type="checkbox"/> LETTER <input type="checkbox"/> TELEPHONE	<input type="checkbox"/> APA <input type="checkbox"/> COURT <input type="checkbox"/> FAMILY <input type="checkbox"/> OTHER AGENCY <input type="checkbox"/> OTHER INDIVIDUAL <input type="checkbox"/> OUT REACH <input type="checkbox"/> SELF <input type="checkbox"/> TRANSFER <input type="checkbox"/> VOLUNTEER	
3 RESIDENCE CITY		8 MAILING CITY			23 MAINLINE GOAL		24 TARGET POPULATION	25 PROGRAM OBJECTIVE
4 STATE	5 COUNTY	9 STATE	10 ZIP CODE	11 PHONE	26 ACTION <input type="checkbox"/> OPEN <input type="checkbox"/> NOT OPEN <input type="checkbox"/> CLOSE		27 EFFECTIVE DATE MONTH / DAY / YEAR	
12 RACE		13 FAMILY STRUCTURE		14 MARITAL STATUS		28 CLOSING REASON		
<input type="checkbox"/> WHITE <input type="checkbox"/> BLACK <input type="checkbox"/> AMERICAN INDIAN <input type="checkbox"/> HISPANIC <input type="checkbox"/> OTHER		AA <input type="checkbox"/> ADULT LIVING ALONE AI <input type="checkbox"/> ADULT IN INSTITUTION AD <input type="checkbox"/> ADULT LIVING WITH OTHERS CC <input type="checkbox"/> COUPLE WITH CHILDREN CD <input type="checkbox"/> CHILDREN ONLY CP <input type="checkbox"/> COUPLE ONLY FC <input type="checkbox"/> FATHER ONLY WITH CHILDREN MC <input type="checkbox"/> MOTHER ONLY WITH CHILDREN		D <input type="checkbox"/> DIVORCED M <input type="checkbox"/> MARRIED S <input type="checkbox"/> SEPARATED S <input type="checkbox"/> SINGLE W <input type="checkbox"/> WIDOWED U <input type="checkbox"/> UNKNOWN		29 DISTRICT OFFICE 30 WORKER NUMBER 31 ELIGIBILITY		
40 EMPLOYMENT STATUS					41 GRADE COMPLETED		42 GRADE PERFORMANCE	
<input type="checkbox"/> EMPLOYED PART TIME <input type="checkbox"/> EMPLOYED FULL TIME <input type="checkbox"/> SEASONAL EMPLOYMENT <input type="checkbox"/> UNEMPLOYED FOR MORE					<input type="checkbox"/> A AT GRADE <input type="checkbox"/> B BELOW GRADE <input type="checkbox"/> C COMPLETED <input type="checkbox"/> D ABOVE GRADE <input type="checkbox"/> E NONE SCHEDULE <input type="checkbox"/> F NEVER ATTENDED		32 NOT OPENED <input type="checkbox"/> CR CLIENT REFUSAL <input type="checkbox"/> DS DEPLETED/SCARCE <input type="checkbox"/> ID INFORMATION ONLY <input type="checkbox"/> NE NOT ELIGIBLE <input type="checkbox"/> NI NOT INVENTORIED <input type="checkbox"/> RO REFERRED OUT	
43 RELATIONSHIP TO THE HEAD OF HOUSEHOLD					44 HEALTH CONDITION		33 REFERRED TO	
<input type="checkbox"/> SELF <input type="checkbox"/> SPOUSE <input type="checkbox"/> PARENT <input type="checkbox"/> CHILD <input type="checkbox"/> OTHER					<input type="checkbox"/> NORMAL <input type="checkbox"/> MODERATE <input type="checkbox"/> CHRONIC <input type="checkbox"/> CHIMP		34 UNMET NEED A <input type="checkbox"/> APA C <input type="checkbox"/> COURT D <input type="checkbox"/> DSS G <input type="checkbox"/> OTHER GOV I <input type="checkbox"/> INDIVIDUAL P <input type="checkbox"/> PRIVATE H <input type="checkbox"/> DRS	
47 FAMILY PLANNING		48 EARLYS SCREENING		49 LIVING ARRANGEMENT		50 HSHD MO INCOME		
<input type="checkbox"/> UNPLANNED <input type="checkbox"/> UNPLANNED/DESIRE <input type="checkbox"/> UNPLANNED/NO DESIRE		<input type="checkbox"/> TEST INFORMED <input type="checkbox"/> TEST INFORMED/REJECTED <input type="checkbox"/> TEST INFORMED/ACCEPTED		<input type="checkbox"/> ALONE <input type="checkbox"/> WITH OTHERS		51 HOUSEHOLD INCOME SOURCE A <input type="checkbox"/> AID TO AGED B <input type="checkbox"/> AID TO BLIND C <input type="checkbox"/> CHILD SUPPORT D <input type="checkbox"/> AID TO DISABLED E <input type="checkbox"/> EMPLOYMENT F <input type="checkbox"/> AFDC G <input type="checkbox"/> GENERAL ASST O <input type="checkbox"/> STOCKS BONDS P <input type="checkbox"/> PENSION R <input type="checkbox"/> RENTAL PROPERTY S <input type="checkbox"/> SOCIAL SECURITY T <input type="checkbox"/> TRIBAL FUNDS U <input type="checkbox"/> UNEMPLOYMENT COMP V <input type="checkbox"/> VETERANS BENEFITS X <input type="checkbox"/> OTHER Z <input type="checkbox"/> FAM. LY CONTRIB		
HOUSEHOLD INFORMATION								
60 NAME	61 SOCIAL SECURITY NO	62 BIRTH DATE	63 SEX	64 HEALTH	65 RELATION	66 EMPLOY	67 REC SERV	
A		MONTH / DAY / YEAR	F <input type="checkbox"/> M <input type="checkbox"/>	N <input type="checkbox"/> R <input type="checkbox"/> M <input type="checkbox"/> S <input type="checkbox"/>			Y <input type="checkbox"/> N <input type="checkbox"/>	
HOUSEHOLD MEMBERS								
B		MONTH / DAY / YEAR	F <input type="checkbox"/> M <input type="checkbox"/>	N <input type="checkbox"/> R <input type="checkbox"/> M <input type="checkbox"/> S <input type="checkbox"/>			Y <input type="checkbox"/> N <input type="checkbox"/>	
C		MONTH / DAY / YEAR	F <input type="checkbox"/> M <input type="checkbox"/>	N <input type="checkbox"/> R <input type="checkbox"/> M <input type="checkbox"/> S <input type="checkbox"/>			Y <input type="checkbox"/> N <input type="checkbox"/>	
D		MONTH / DAY / YEAR	F <input type="checkbox"/> M <input type="checkbox"/>	N <input type="checkbox"/> R <input type="checkbox"/> M <input type="checkbox"/> S <input type="checkbox"/>			Y <input type="checkbox"/> N <input type="checkbox"/>	
E		MONTH / DAY / YEAR	F <input type="checkbox"/> M <input type="checkbox"/>	N <input type="checkbox"/> R <input type="checkbox"/> M <input type="checkbox"/> S <input type="checkbox"/>			Y <input type="checkbox"/> N <input type="checkbox"/>	
F		MONTH / DAY / YEAR	F <input type="checkbox"/> M <input type="checkbox"/>	N <input type="checkbox"/> R <input type="checkbox"/> M <input type="checkbox"/> S <input type="checkbox"/>			Y <input type="checkbox"/> N <input type="checkbox"/>	
G		MONTH / DAY / YEAR	F <input type="checkbox"/> M <input type="checkbox"/>	N <input type="checkbox"/> R <input type="checkbox"/> M <input type="checkbox"/> S <input type="checkbox"/>			Y <input type="checkbox"/> N <input type="checkbox"/>	
H		MONTH / DAY / YEAR	F <input type="checkbox"/> M <input type="checkbox"/>	N <input type="checkbox"/> R <input type="checkbox"/> M <input type="checkbox"/> S <input type="checkbox"/>			Y <input type="checkbox"/> N <input type="checkbox"/>	
J		MONTH / DAY / YEAR	F <input type="checkbox"/> M <input type="checkbox"/>	N <input type="checkbox"/> R <input type="checkbox"/> M <input type="checkbox"/> S <input type="checkbox"/>			Y <input type="checkbox"/> N <input type="checkbox"/>	



THE ELUSIVE UNIT OF SERVICE

EXHIBIT 18

SOCIAL SERVICE PLAN SHEET

RENEWAL

FORM 25A - 9/75

UTAH DSS DFS		SOCIAL SECURITY NO		TELEPHONE NO		MULTI-SERVICE COORDINATOR	
NAME							
CONSUMER/REFERRAL STATEMENT							
MSU WORKER COMMENTS							
INITIAL SERVICE DATA		SERVICE ASSIGNMENT DATA		COMPLETE THIS DATA FOR PAYMENTS ONLY			
SERVICE NEED CODE	UNITS	WORKER ASSIGNED	ACTUAL START DATE	RATE	KIND (circle one)	PAY THIS BY:	
					Hour H Day D Week W Month M Half-day L Session S Ticket T Trip T Mile M Hours over 99 G	B Provider Bill S Consumer Statement	
SOURCE (circle one) A Agency P Purchased G Group		EXPECTED DATE OF COMPLETION				THIS ITEM TO BE PAID ONLY ONCE Yes Y No N	
REQUISITIONED DATE		CIRCLE CONSUMER RECEIVING THIS SERVICE		PROVIDER ID	CONTRACT NO.		
Month Day Year		I A B C D E F G H J			COMPLETION DATA		
					COMPLETION DATE		
					UNITS RENDERED		
INITIAL SERVICE DATA		SERVICE ASSIGNMENT DATA		COMPLETE THIS DATA FOR PAYMENTS ONLY			
SERVICE NEED CODE	UNITS	WORKER ASSIGNED	ACTUAL START DATE	RATE	KIND (circle one)	PAY THIS BY:	
					Hour H Day D Week W Month M Half-day L Session S Ticket T Trip T Mile M Hours over 99 G	B Provider Bill S Consumer Statement	
SOURCE (circle one) A Agency P Purchased G Group		EXPECTED DATE OF COMPLETION				THIS ITEM TO BE PAID ONLY ONCE Yes Y No N	
REQUISITIONED DATE		CIRCLE CONSUMER RECEIVING THIS SERVICE		PROVIDER ID	CONTRACT NO.		
Month Day Year		I A B C D E F G H J			COMPLETION DATA		
					COMPLETION DATE		
					UNITS RENDERED		
SERVICES REQUESTED				I HAVE BEEN INFORMED OF FAMILY PLANNING AND EARLY SCREENING SERVICES			
MSU WORKER SIGNATURE				Month Day Year		COUNSELOR SIGNATURE	

EXHIBIT 19
UNITS RENDERED BY TARGET POPULATION BY DISTRICT
NOVEMBER 1975

Source: SSDS Report 401

TARGET POPULATION	DISTRICT									
	1	2A	2B	3	4	5	6	7A	7B	
Abused Child	15	120	166	32	14	—	64	—	—	—
Adoption	75	212	482	65	34	—	—	12	—	—
Alcoholism	—	12	253	35	—	—	—	12	—	—
Day Care	44	655	139	57	6	256	51	—	—	—
Developmentally Disabled	—	—	6	—	—	—	—	—	—	—
Emotionally Handicapped	—	17	53	31	—	—	82	23	34	—
Elderly	11	159	217	89	210	22	40	49	75	—
Foster Care	245	1061	6322	776	305	819	652	266	529	—
Family Dysfunctioning	102	286	1478	106	119	187	132	117	50	—
Family Planning	—	—	307	—	—	—	—	6	—	—
Medically Needy	13	101	95	11	23	—	—	32	15	—
Mental Retardation	152	572	339	307	82	52	75	27	16	—
Maladoptive Youth	8	328	16	18	—	—	—	23	—	—
Neglect	—	—	114	—	—	—	—	—	—	—
Neglected Child	53	489	2114	163	37	20	485	27	32	—
Public Assistance	10	28	70	31	3	10	98	—	6	—
Physically Handicapped	31	179	1164	77	89	72	71	18	6	—
Protection (AFDC)	259	444	1067	414	58	37	94	89	120	—
Runaway Child	21	8	87	—	—	6	—	4	—	—
Socioeconomically Disadvantaged	12	58	19	14	8	—	16	—	—	—
Under/unemployed Persons	—	321	1569	339	6	2	71	23	242	—
Vietnamese/Cambodian Refugee	—	—	16	3	—	—	—	—	—	—
WIN	29	1274	3998	1735	123	208	52	103	102	—
Unwed Parent	—	—	503	6	—	30	—	12	—	—
Youth Status	—	—	1	—	—	—	—	—	—	—
TOTAL	1090	6324	20595	4309	1117	1721	2003	843	1227	
% of Total	2.75	16.12	52.51	10.99	2.85	4.39	5.11	2.15	3.13	

EXHIBIT 19
UNITS RENDERED BY TARGET POPULATION BY DISTRICT
NOVEMBER 1975

Source: SSDS Report 401

DN	DISTRICT										% of Total
	1	2A	2B	3	4	5	6	7A	7B	Total	
	15	120	166	32	14	—	84	—	—	431	1.10
	75	212	482	65	34	—	—	12	—	880	2.24
	—	12	253	35	—	—	—	12	—	312	.80
	44	655	139	57	6	256	51	—	—	1208	3.08
	—	—	6	—	—	—	—	—	—	6	.02
	—	17	53	31	—	—	82	23	34	240	.61
	11	159	217	89	210	22	40	49	75	872	2.22
	245	1061	6322	776	305	819	652	266	529	10975	27.99
	102	286	1478	106	119	187	132	117	50	2577	6.57
	—	—	307	—	—	—	—	6	—	313	.80
	13	101	95	11	23	—	—	32	15	290	.74
	152	572	339	307	82	52	75	27	16	1622	4.14
	8	328	16	18	—	—	—	23	—	393	1.00
	—	—	114	—	—	—	—	—	—	114	.29
	53	489	2114	163	37	20	485	27	32	3420	8.72
	10	28	70	31	3	10	98	—	6	256	.65
	31	179	1164	77	89	72	71	18	6	1707	4.35
	259	444	1067	414	58	37	94	89	120	2582	6.58
	21	8	87	—	—	6	—	4	—	126	.32
untaged	12	58	19	14	8	—	16	—	—	127	.32
s	—	321	1569	339	6	2	71	23	242	2573	6.56
fugee	—	—	16	3	—	—	—	—	—	19	.05
	29	1274	3998	1735	123	208	52	103	102	7624	19.45
	—	—	503	6	—	30	—	12	—	551	1.40
	—	—	1	—	—	—	—	—	—	1	—
	1080	6324	20595	4309	1117	1721	2003	843	1227	39219	100.00
	2.75	16.12	52.51	10.99	2.85	4.39	5.11	2.15	3.13	100.00	

UNIT OF SERVICE SYSTEMS

Services

THE ELUSIVE UNIT OF SERVICE

COST OF DIRECT SERVICES

The cost of providing social services by the Department of Social Services has not yet been developed to the unit of services level of detail. The number of ½ hour units rendered, does, however, provide a potentially useful figure for such purposes. Even without a sophisticated cost allocation system, a fair estimate of the cost of services might be made by dividing the total hours for each service into the total cost for all direct services.

Utah is designing a system for use by Fall, 1976, that will be much more accurate than this simple method. Its objective is to determine, for each service and unit rendered, the exact case worker cost with the appropriate indirect cost and overhead that burdens the individual service.

PURCHASED SERVICES

The unit used in the purchase of service varies depending upon the type of service and the vendor, and while some of the unit types are still under negotiation, the following are currently being used:

- Hour (1)
- Day (1)
- Week (1)
- Month (1)
- ½ day (1)
- Session (1)
- Ticket/trip (1)
- Mile (1)

The case worker refers to the code sheet (Exhibits 20, 21) when working with consumers to fill out the consumer information sheet and plan services. In the 'agency source' column in Exhibit 20 are the codes for services delivery by the Department of Social Services. The other two columns contain the purchase services code and state-negotiated rates per unit of service.

The purchase of service information and billing system is also operated by utilizing the video terminal network. Once agreements have been negotiated with a vendor, information about their services is entered into the system via the Provider File Addition Form (Exhibit 22) which includes the service code and the rate (unit) code. As services are rendered, the case worker completes the payment portion of the Social Service Plan Sheet indicating the rate negotiated and the type of unit. This information is entered into the automated system and a provider bill is generated with both consumer name(s) and units scheduled to be rendered for the time period (Exhibit 23).

The provider changes the units scheduled if they vary from the actual number of units, signs the statement, and returns it to the Department of Social Services. The case worker signs the statement, enters changes into the automated system, and computer-generated checks are produced for vendor payment.

Various reports, cut by vendor, service type, units scheduled and rendered, and space available, are produced at each provider agency.

UNIT OF SERVICE SYSTEMS

EXHIBIT 20

SERVICE ACTIVITY CODES

AGENCY SOURCE	Code	Kind	Rate	PURCHASE SOURCE
ACA Adoption Court Activity				
ADP Adoption Placement/Supervision	ADC Alcohol/Drug Counseling.....	D - Daily	Contract	
	AFP Adult Foster Payment.....	D - Daily	2.49	
CHR Community Resources Connecting	ALP Attorney/Legal Payment.....	N - Personal Needs.....	130.00	
	ANP Authorized Needs Payment.....	N - Personal Needs.....	25.00	
DCA Day Care Placement/Supervision, Adult	BFP Behavior Foster Payment.....	D - Daily.....	7.73/8.92	
	CFP Child Foster Payment.....	D - Daily.....	4.26/4.84	
DCC Day Care Placement/Supervision, Child	CSP Chore Service Payment.....	H - Hourly.....	3.50	
	DAP Day Care (Adult Group) payment..	D - Daily.....	4.60	
EDG Education Guidance		H - Hourly.....	.75	
		L - Half Day.....	3.35	
EMG Employment Counseling/Guidance	DCC Day Care Supervision (Child)....	M - Monthly.....	Contract	
	DFF Day Care (Family) Payment.....	D - Daily	3.85	
FCC Instruction in Care of Children		H - Hourly.....	.60	
		L - Half Day.....	3.00	
FFC Family Relations Counseling	DGP Day Care (Group) Payment.....	D - Daily.....	4.60	
		H - Hourly.....	.75	
		L - Half Day.....	3.35	
FFP Family Planning Counseling	DHP Day Care (Adult Family) Payment.	D - Daily.....	3.85	
		H - Hourly.....	.60	
		L - Half Day.....	3.00	
HRG Health Related Guidance/Mediating	DSP Day Care (Specialized) Payment..	D - Daily.....	Contract	
HCS Home/Mngmt Connecting/Supervision	DTP Day Care Transportation Payment..	T - Trip/Ticket.....	50.00	
HRE Home Economics		M - Monthly.....	50.00	
		K - Mile.....	.12	
HHM Homemaker	EFP Emergency Foster Payment.....	D - Daily.....	7.73/8.92	
	FCC Family Functioning Counseling....	Contract.....	Contract	
HIF Housing Finding/Improvement Mediation	FFC Family Planning Counseling.....	Contract.....	Contract	
	GHP Group Home Payment.....	D - Daily.....	7.86	
MCS Mental Retardation Connecting/Supv.		Contract.....	Contract	
MRE Mental Retardation Evaluation	HEP Home Mgt. Education Payment.....	M - Monthly.....	250.00	
		W - Weekly.....	100.00	
MRG Mental Retardation Guidance	HRM Homemaker.....	D - Daily.....	4.05	
	HLP Homemaker Long Term.....	M - Monthly.....	225.00	
	HHP Homemaker Emergency.....	D - Daily.....	30.00	
PIA Protective Intervention Supv. Adult	HRG Health Related Guidance.....	D - Daily.....	Contract	
	HRP Home of Relative Payment.....	D - Daily.....	2.35	
PFA Protective Financial Arrangements	ICP Initial Clothing Payment.....	N - Personal Needs.....	125.00	
	LEP Lesson/Equipment Payment.....	M - Monthly.....	999.99	
PIC Protective Intervention, Child		W - Weekly.....	999.99	
		S - Sessions.....	999.99	
PSS Protective Supervision, Child		N - Personal Needs.....	999.99	
SAF Substitute Plcmt/Supervision, Adult	MRE MR Evaluation.....	Contract.....	Contract	
	NWP Navajo Works Project.....	M - Monthly.....	50.00	
		K - Mile.....	.12	
SCF Substitute Plcmt/Supervision, Child	PGP Protective Guardian Payment.....	H - Hourly.....	40.00	
	PTP Parent (Foster) Training Pat.....	S - Session.....	5.00	
SMF Services to Natural Parents	RFP Group Rehabilitation Payment....	D - Daily.....	Contract	
	SAP Subsidized Adoption Payment.....	M - Monthly.....	999.99	
SIS Independent Living Supervision	SCP Substitute Care Supv. (child)....	D - Daily.....	Contract	
	SCF Shelter Care Payment.....	D - Daily.....	6.00	
SPR Preparation/Placement/Return:Inst.Care	SEM Sheltered Employment (MR).....	H - Hourly.....	Contract	
		D - Daily.....	Contract	
	SFP Specialized Foster Payment.....	D - Daily.....	8.53/10.69	
	SIS Independent Living Supv.....	Contract.....	Contract	
	SMP Shelter Medical Payment.....	N - Personal Needs.....	999.99	
	SPC Self Care - MR.....	H - Hourly.....	Contract	
	SSP Specialized Shelter Payment.....	D - Daily.....	8.50	
	STP School Fees/Cost Payment.....	N - Personal Needs.....	999.99	
	TFP Therapeutic Foster Payment.....	D - Daily.....	5.82/7.73	
	TRP Transportation Payment.....	T - Ticket/Trip.....	50.00	
		M - Monthly.....	50.00	
		K - Mile.....	.12	
	XCP Shelter Clothing Payment.....	N - Personal Needs.....	25.00	

EXHIBIT 22
UTAH DIVISION OF FAMILY SERVICES
PROVIDER FILE ADDITION FORM

01 PROVIDER NAME		02 PROVIDER ID	
MAILING ADDRESS	03 STREET		
	04 EXTRA ADDRESS LINE		
	05 CITY		06 STATE
	07 ZIP CODE	08 COUNTY	09 DISTRICT
	10 PHONE NO.		
11 TYPE	12 LICENSE AGENCY		13 SCHOOL DISTRICT

P I M
A F A
Y O L
T T I
O H N
E G
A P A
D T D
R H D
R E A
R E S
S S

14 STREET		
15 EXTRA ADDRESS LINE		
16 CITY		17
18 ZIP CODE		
19 WORKER NO.	20 DATE COMPLETE	
21 SPEC. CAP 1	22 SPEC. CAP 2	23 SPEC.

24 SERVICE CODE	25 RATE CODE	26 LICENSE DATE	27 EXPIRE DATE	28 NUMBER CERTIFIED	29 CONTRACT NUMBER	30 CONTRACT ALLOCATION	COMMENTS

DISTRICT APPROVAL _____

Human Services Monograph Series • No. 1, June 1976 55

**EXHIBIT 22
 UTAH DIVISION OF FAMILY SERVICES
 PROVIDER FILE ADDITION FORM**

Form 519

			02 PROVIDER ID	14 STREET		
			P R I M A R Y O L I T T O H N G A R C D D R H D E A R S N S S	15 EXTRA ADDRESS LINE		
				16 CITY	17 STATE	
				06 STATE	18 ZIP CODE	
COUNTY	09 DISTRICT	10 PHONE NO.		19 WORKER NO.	20 DATE COMPLETE	
CITY	13 SCHOOL DISTRICT		21 SPEC. CAP 1	22 SPEC. CAP 2	23 SPEC. CAP 3	

26 EXPIRE DATE	27 EXPIRE DATE	28 NUMBER CERTIFIED	29 CONTRACT NUMBER	30 CONTRACT ALLOCATION	COMMENTS

DISTRICT APPROVAL _____

UNIT OF SERVICE SYSTEMS

EXHIBIT 24**1976 FIRST QUARTER
IMPROVEMENT PROGRAM OBJECTIVES
ADOPTIONS, FOSTER CARE UNITS****ADOPTION UNIT:**

1. By March 31, 1976 place four children between the ages of one and eight in adoptive homes.
2. By March 31, 1976 return a total of twelve children to their natural parents.
3. By March 31, 1976 place one child in an adoptive home through the Subsidized Adoption Program.

FOSTER CARE:

1. By March 31, 1976 the Therapeutic Team will utilize at least 36 (90%) of available therapeutic foster care slots.
2. By March 31, 1976 the Specialized Team will utilize at least 37 (90%) of the available specialized foster care slots.
3. By March 31, 1976 the Behavioral Workers will utilize at least 54 (90%) of the available behavioral foster care slots.
4. During the Quarter workers will visit children in Detention at least once each week.
5. During the Quarter workers will not allow episodes of service to become overdue in excess of three per cent.
6. By March 31, 1976, foster parents will be recruited and trained for foster placement utilization.
 - a. Basic foster placement—at least five homes.
 - b. Behavioral foster placement—at least five homes.
 - c. Specialized foster placement—at least five homes.
 - d. Therapeutic foster placement—at least five homes.
7. By March 31, 1976 recruit and train ten new foster homes for the emergency Foster Care Program.
8. By March 31, 1976 return home to their natural parents thirty children who are presently in foster care.
9. By March 31, 1976 arrange permanent plans for fifteen children who are presently in foster care and will not be returned home. This would include long-term foster care, adoption procedure or living independently.

PRODUCT OR OUTPUT UNITS

While Utah does not use an output or product unit as an integral part of their automated system, they do operate a Management by Objectives (MBO) at the supervisory level. As the objectives statements are similar to the product units described elsewhere in this document, an example is included (Exhibit 24) for reference purposes.

PROS AND CONS OF THE UTAH SYSTEM**Pros**

- The system is operational—one of the few in the country
- Management uses the reports to make decisions
- The case workers are stimulated to render the 683 units in direct client time—a major management objective

THE ELUSIVE UNIT OF SERVICE

- The unit provides an excellent basis for comparing alternative service delivery patterns. The unit has played an important part in providing an effective basis for negotiating and comparing provider rates with those of the Department.
- The historical data generated from the unit accurately indicates the average time required for each type of service during a quarter
- Purchase of Service system is relatively simple and apparently extremely effective

Cons

- Utah is a small state; whether such a system would be feasible or cost effective in a large state or major metropolitan area is unknown
- Applying standards of the 683 hours to a case worker may encourage 'faking' the data in order to look good, thereby damaging its accuracy
- The system may be overly complicated for its intended purpose
- Direct cost allocation system is incomplete

STATE OF NEBRASKA SOCIAL SERVICE INFORMATION SYSTEM

The Nebraska Department of Public Welfare has received a considerable amount of publicity in the information system field for their excellent work in implementing several sub-systems of the Medicaid Management Information System (MMIS). Parallel development has also been underway on a Social Services Information System (SSIS) that includes units of service. At present, the system is in use, but the social service delivery system is in the process of change and the SSIS will be modified as required to support such changes.

SYSTEM OVERVIEW

The Social Service Program in Nebraska is administered by the counties under the supervision of the State Department of Public Welfare. Social services are delivered primarily by private providers operating under contract to either the state or the counties. Although some services are provided directly by the county personnel, most county workers function solely to manage case activities, i.e., assess the client's need for services and monitor or evaluate the provision of the service.

The combination of so many private providers—some 6,000—coupled with the fact that the state provides all the matching dollars for Federal Financial Participation (FFP), has enabled Nebraska to design and operate a State-run information system for social services without the usual problems attendant to centralized systems in a State-supervised/county-administered system.

DIRECT DELIVERED SERVICE UNITS

Nebraska has an unusual approach to defining case management activities—the major component of their directly delivered services. Most of the other states have treated case management as an integral component of all services or, in some cases, defined it as a separate service.

In Nebraska, it is considered as overhead activity. The type of unit used for case management activities and the relatively small volume of other services that are provided directly by the public agency staff are based upon *time*—the time a worker spends in working with the client or client-related activity. The unit is recorded in one-half hour increments but it is not used as a case worker budgetary vehicle as it is in Utah. The Social Service Plan and Authorizations Form (Exhibit 25) is used to record the services and purchased services. Unit information is entered into the system from remote terminals located at DPW district offices or county offices. Appendix D is a summary sheet extracted from the case worker instruction manual that indicates units used for each service, the maximum amount of units that can be provided to a client in a month, and the dollar rate established for the purchased unit. At present, case management is not recorded on a unit basis but data is collected by time study.

As services are provided, both direct workers and contractors record the information for updating the client's file on the Social Services Billing document (Exhibit 26). Column 10—'Unit Rate' and Column 11—'charge' are used for purchased services only.

The State is going to institute new forms, more compatible with Title XX requirements, for this purpose after it exhausts an oversupply of old forms used previously just for purchased services.

PURCHASED UNITS OF SERVICES

Privately Purchased Services

Like Utah, Nebraska treats units of services utilized for purchase of service differently than units delivered directly.

Services are arranged for with the provider, with whom prior agreements have been negotiated, using the Social Service Provider Authorization Form (Exhibit 27). After the services have been provided, the provider submits the Social Service Billing Document, at least monthly or more frequently. The billing document must contain the number of units provided, the unit rate and the amount charged for each service.

The billing document is approved for payment by the county welfare office or DPW district office, and the information is then entered into the automated system both to update the client file and for payment purposes.

The types of units used for privately purchased services are mostly time-based (one hour, one day, one month), except for transportation units, expressed in miles or as a trip, and units relating to preparation and delivery of meals, expressed in numbers of meals.

Public Purchase

The state purchases services from one other state department—the Department of Public Institutions, Office of Mental Retardation. Services are authorized by DPW and arranged for with OMR in a similar manner to those purchased from private providers. The units of service, however, are unique to the mental retardation services. Exhibit 28 lists the units that are provided by the Office of Mental Retardation.

DSS 4 11 1 74

EXHIBIT 25
 NEBRASKA DEPARTMENT OF PUBLIC WELFARE
 SOCIAL SERVICE PLAN AND AUTHORIZATION

1 DATE: _____
MONTH DAY YEAR

2 SUB-GOAL _____

3 STATUS CURRENT

4 ESTIMATED DATE OF GOAL ACHIEVEMENT _____
MONTH DAY YEAR

5 SERVICE UNIT I.D. _____

6 SERVICE UNIT NAME _____

7 AUTHORIZATION NUMBER	8 CLIENT NUMBER	9 CLIENT NAME	AGE 10	BARRIER 11	SERVICE CODE 12	AUTHORIZATION PERIOD		TOTAL AUTHORITY 1
						13 FROM	14 THRU	
00382291								
" 2								
" 3								
" 4								
" 5								
" 6								
" 7								
" 8								
" 9								

17 FORMER (F) POTENTIAL (P) CURRENT (C) NON CATEGORIC (N)

18 AGED (A) BLIND (B) DISABLED (D) ADC (C) OTHER (O)

19 A C D M P FA FB O

20 I have discussed this service plan with the client(s) named and we are in agreement with the services authorized.

 CASE MANAGER SIGNATURE

DATE: _____
MONTH DAY YEAR

 CASE MANAGER ID



EXHIBIT 25

NEBRASKA DEPARTMENT OF PUBLIC WELFARE
SOCIAL SERVICE PLAN AND AUTHORIZATION

0038229

THE ELUSIVE UNIT OF SERVICE

CURRENT STATUS _____ SERVICE UNIT I.D. _____ SERVICE UNIT NAME _____
4 ESTIMATED DATE OF GOAL ACHIEVEMENT _____ MONTH DAY YEAR

T NUMBER	9 CLIENT NAME	AGE 10	BARRIER 11	SERVICE CODE 12	AUTHORIZATION PERIOD		TOTAL UNITS AUTHORIZED 15	UNIT RATE 16
					13 FROM	14 THRU		

(P) CURRENT (C) NON-CATEGORIC (N)

(B) DISABLED (D) ADC (C) OTHER (O)

D M P FA FB O

on with the client(s) named and we authorized.

SIGNATURE _____ DATE: _____ MONTH DAY YEAR _____ CASE MANAGER ID _____



NEBRASKA DEPARTMENT OF PUBLIC WELFARE
SOCIAL SERVICES BILLING DOCUMENT

1 PROVIDER INFORMATION	(a) STAFF:	PURCHASED:	(b) SERVICE UNIT I.D.	NAME:
-------------------------------	------------	------------	-----------------------	-------

(c) PROVIDER NAME: _____ PROVIDER ADDRESS: _____

PROVIDER I.D. _____

TELEPHONE NO. _____ CITY: _____ STATE: _____

ADJ. CODE 2	AUTHORIZATION NUMBER 3	CLIENT NUMBER 4	CLIENT NAME 5	SERVICE CODE 6	BILLING PERIOD		UNITS PROV. 9	UNIT RATE 10
					7 FROM	8 THRU		
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								

The claimant hereby certifies that the foregoing claim is accurate. All services provided were in compliance with the Department of Public Welfare DSS4A Authorization of services to be provided; previously issued. The claimant is aware that a false claim may result in prosecution for fraud. The above services for which payment is claimed were provided in accordance with the provisions of Title VI of the Civil Rights Act of 1964. Under penalty of applicable Federal and State laws, I certify that representations herein are true and complete, and that no additional payment will be claimed.

13 _____ MONTH DAY YEAR TOTAL CHARGE 12 _____
CLAIMANT SIGNATURE

15 _____ MONTH DAY YEAR ADJUSTED CHARGE 14 _____
SERVICE UNIT APPROVAL

COPY 1 - BILLING COPY

Human Services Monograph Series • No. 1, June 1976 61



EXHIBIT 27

NEBRASKA DEPARTMENT OF PUBLIC WELFARE
SOCIAL SERVICE PROVIDER AUTHORIZATION

DSS 4A 1.1.74

The Nebraska Department of Public Welfare authorizes the services indicated below to be provided on behalf of the client(s) named. The provider using the Authorization Numbers of this document in filing Department of Public Welfare for provision of said service, agrees to provide the service in accordance with the units of service, rate of charge, and authorization period stated herein. Any claim for service authorization which does not contain the Authorization Number for that service will not be honored. In providing authorized services the vendor accepts responsibility and liability for injury to client(s) or resulting from negligence in the provision of services.

1 PROVIDER NAME _____

2 FORWARD ALL INQUIRIES AND BILLINGS TO BELOW _____

PROVIDER ADDRESS _____

CITY STATE ZIP CODE

TELEPHONE NUMBER _____
AREA CODE NUMBER

TELEPHONE NUMBER _____
AREA CODE NUMBER

3 AUTHORIZATION NUMBER	4 CLIENT NUMBER	5 CLIENT NAME	SERVICE CODE 6	NAME OF SERVICE 7	AUTHORIZATION PERIOD	
					8 FROM	9 THRU

12 CLIENT ADDRESS: _____

13 SPECIAL INSTRUCTIONS: _____

CITY STATE ZIP CODE

TELEPHONE NUMBER _____
AREA CODE NUMBER

CASE MANAGER SIGNATURE DATE MONTH DAY YEAR

COPY 1 - PROVIDER COPY

62 Human Services Monograph Series • No. 1, June 1976

85

EXHIBIT 27
NEBRASKA DEPARTMENT OF PUBLIC WELFARE
SOCIAL SERVICE PROVIDER AUTHORIZATION

I hereby authorize the services indicated below to be provided on behalf of the client(s) named. The provider using the Authorization Number(s) of this document in filing claim against the Nebraska Department of Public Welfare, agrees to provide the service in accordance with the units of service, rate of charge, and authorization period stated herein. Any claim for services provided as a result of this authorization Number for that service will not be honored. In providing authorized services, the vendor accepts responsibility and liability for injury to clients, or damage to clients' property or services.

2 FORWARD ALL INQUIRIES AND BILLINGS TO BELOW ADDRESS:

 CITY STATE ZIP CODE

 NUMBER

TELEPHONE NUMBER _____
 AREA CODE NUMBER

AUTHORIZATION NUMBER	5 CLIENT NAME	SERVICE CODE 6	NAME OF SERVICE 7	AUTHORIZATION PERIOD		MAX. UNITS AUTH. PER MONTH 10	UNIT RATE 11
				8 FROM	9 THRU		

13 SPECIAL INSTRUCTIONS:

 CITY STATE ZIP CODE

 NUMBER

SIGNATURE _____ DATE _____
 MONTH DAY YEAR

COPY 1 - PROVIDER COPY

THE ELUSIVE UNIT OF SERVICE

EXHIBIT 28

CBMR SERVICES CODING SYSTEM

ADULT SERVICES (AGE 16 AND OLDER):	UNIT DEFINITION
1901 INITIAL VOCATIONAL EVALUATION	HR. OF DIR. PROGRAM
1902 ENTERPRISE ACTIVITIES	HR. OF DIR. PROGRAM
1903 BASIC SKILLS	HR. OF DIR. PROGRAM
1904 VOCATIONAL EDUCATION	HR. OF DIR. PROGRAM
 VOCATIONAL TRAINING:	
1905 SPECIFIC JOB TRAINING	HR. OF JOB TRAINING
1906 ON-THE-JOB TRAINING SITES	HR. WORKING AT JOB
1907 WORK STATIONS IN INDUSTRY	HR. IN WORK STATION
1908 PLACEMENT	CONTACT HR. STAFF PRSNL.
1909 EMPLOYMENT FOLLOW-UP	CONTACT HR. STAFF PRSNL.
1910 VOCATIONAL EVALUATION (DRS)	DEFINED BY DRS
1920 ADULT TRAINING FOR INDEPENDENT LIVING	HR. OF DIR. PROGRAM
 ADULT RESIDENTIAL SERVICES (MAINTENANCE):	
1930 GROUP LIVING-SMALL 2-5 RESIDENTS	NIGHT IN RESIDENCE
1931 GROUP LIVING-MEDIUM 6-10 RESIDENTS	NIGHT IN RESIDENCE
1932 DMU	NIGHT IN RESIDENCE
1933 SEMI-INDEPENDENT GROUP	NIGHT IN RESIDENCE
1934 SUPERVISED APARTMENT	NIGHT IN RESIDENCE
1935 STRUCTURED CORRECTIONAL	NIGHT IN RESIDENCE
 YOUTH SERVICES	
EDUCATIONAL SERVICES (SCHOOL-AGED CLIENTS):	
1940 CHILD DEVELOPMENT CENTER	HR. OF DIR. PROGRAM
1941 HOMEBOUND	HR. OF DIR. PROGRAM
1942 DMU	HR. OF DIR. PROGRAM
1943 ADOLESCENT DEVELOPMENTAL CENTER	HR. OF DIR. PROGRAM
 PRESCHOOL EDUCATIONAL SERVICES:	
1950 CHILD DEVELOPMENT CENTER	HR. OF DIR. PROGRAM
1951 HOMEBOUND	HR. OF DIR. PROGRAM
1952 DMU	HR. OF DIR. PROGRAM
1953 INTEGRATED COMMUNITY PRE-SCHOOL	HR. OF DIR. PROGRAM
1960 TRAINING FOR SOCIAL BEHAVIOR SKILLS ACHIEVEMENT	HR. OF DIR. PROGRAM
 YOUTH RESIDENTIAL SERVICES (MAINTENANCE):	
1970 INDIVIDUAL PLACEMENT 1-2 RESIDENTS	NIGHT IN RESIDENCE
1971 GROUP LIVING-SMALL 3-5 RESIDENTS	NIGHT IN RESIDENCE
1972 GROUP LIVING-MEDIUM 6-8 RESIDENTS	NIGHT IN RESIDENCE
1973 DMU	NIGHT IN RESIDENCE
1974 CRISIS UNIT	NIGHT IN RESIDENCE
1975 STRUCTURED CORRECTIONAL	NIGHT IN RESIDENCE
 GENERAL SERVICES	
ADMINISTRATIVE SUPPORT ACTIVITIES-DIRECT:	
1980 SOCIAL SERVICES	DATA PROVIDED ON BILLING FORM
1981 PHYSICAL THERAPY	NO. OF DAYS DURING MONTH
1982 SPEECH THERAPY	CLIENT RECEIVED SERVICE
1983 PSYCHOLOGICAL SERVICES	CLIENT RECEIVED SERVICE
1984 MOTOR DEVELOPMENT SERVICES	CLIENT RECEIVED SERVICE
1985 ADULT EVENING CLASSES	CLIENT RECEIVED SERVICE
1986 TRANSPORTATION	CLIENT RECEIVED SERVICE
1987 RECREATION	CLIENT RECEIVED SERVICE

THE ELUSIVE UNIT OF SERVICE

It is interesting to note that the Office of Mental Retardation is grouped with other State mental health agencies within the Department of Public Institutions. Although that body is currently in the process of implementing an information system—the MSIS described elsewhere in this section—there is currently no plan to relate the MSIS to the DPW SSIS. Efforts at such a linkage were apparently unproductive due to the conceptual infancy of both systems at the time of negotiation.

MANAGEMENT REPORTS

The Nebraska Social Services Information System produces a variety of reports utilizing service units. Exhibit 29 is a county listing by client name indicating the type of services authorized, number of units authorized, number of units provided, period of authorization time and case worker I.D. number. The report is also organized by authorization number, district, and client name. (Exhibit 30)

Nebraska had experimented with a goal/barrier approach to service delivery, but with the new Title XX goal-reporting requirements and after unsatisfactory results with their barrier structure, a new approach along this line is currently being designed. Exhibit 31 shows the type of goal-related reporting produced by the current system.

An administrative report derived from the same data source (Exhibit K-9) shows, by client, the number of units provided, the provider name and organization, authorization number and rate per unit, amount billed by the provider and amount paid. NOTE: The illustration given contains only services delivered directly. Hence, no billings are shown.

COST ALLOCATION SYSTEM

The cost allocation system to support Title XX requirements is not yet completed but the contemplated approach resembles that used in other states. Since the purchased services costs are already collected as unit costs and most of the staff time for each service accumulated regularly in half-hour increments, the only evident problem is what constitutes overhead, and how to agree on a formula for allocating such costs to services.

PROS AND CONS OF THE SYSTEM

Pros

- Nebraska is one of the few states with an automated and fully-operative social services information system
- The collection of time on direct services is a necessary step for any unit of service development activity
- The purchase-of-service system, featuring maximum units authorized and maximum unit rates, is one of the best
- The volume of information available to management about unit rates, and cost and service delivery patterns also ranks above that available in other states.

EXHIBIT 29

STATE OF NEBRASKA
 DEPARTMENT OF PUBLIC WELFARE
 SOCIAL SERVICES - AUTH NO CROSS-REFERENCE LISTING
 AS OF 04/17/76

CLIENT NAME	SERV CODE	AUTH PERIOD FROM	THRU	TOTAL UNITS AUTH	UNITS PROV	UNIT RATE	CASE NO
	0803	02/26/76	08/26/76	0048	0006	.00	14936
	0803	02/26/76	08/26/76	0048	0000	.00	14936
	0803	02/26/76	08/26/76	0048	0000	.00	14936
	0803	02/27/76	08/27/76	0048	0000	.00	14936
	0803	02/27/76	08/27/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0001	.00	14936
	0803	04/12/76	10/12/76	0048	0000	.00	14936
	0802	03/01/76	05/01/76	0016	0001	.00	14936
	0801	03/01/76	05/01/76	0016	0000	.00	14936
	0803	03/01/76	05/01/76	0016	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0002	.00	14936
	0504	03/03/76	07/03/76	0032	0000	.00	14936
	0505	03/03/76	07/03/76	0032	0000	.00	14936
	0504	03/03/76	07/03/76	0032	0000	.00	14936
	0505	03/03/76	07/03/76	0032	0000	.00	14936
	0504	03/03/76	07/03/76	0032	0000	.00	14936
	0505	03/03/76	07/03/76	0032	0000	.00	14936
	0504	03/03/76	07/03/76	0032	0000	.00	14936
	0505	03/03/76	07/03/76	0032	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0002	.00	14936
	0801	03/03/76	09/03/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0000	.00	14936
	0803	03/03/76	03/19/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0000	.00	14936
	0803	03/03/76	09/03/76	0048	0012	.00	00008



EXHIBIT 29

STATE OF NEBRASKA
 DEPARTMENT OF PUBLIC WELFARE
 SOCIAL SERVICES - AUTH NO CROSS-REFERENCE LISTING
 AS OF 04/17/76

NAME	SERV CODE	AUTH PERIOD FROM THRU	TOTAL UNITS AUTH	UNITS PROV	UNIT RATE	CASE MGR ID
	0803	02/26/76 08/26/76	0048	0006	.00	14936
	0803	02/26/76 08/26/76	0048	0000	.00	14936
	0803	02/26/76 08/26/76	0048	0000	.00	14936
	0803	02/27/76 08/27/76	0048	0000	.00	14936
	0803	02/27/76 08/27/76	0048	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0001	.00	14936
	0803	04/12/76 10/12/76	0048	0000	.00	14936
	0802	03/01/76 05/01/76	0016	0001	.00	14936
	0801	03/01/76 05/01/76	0016	0000	.00	14936
	0803	03/01/76 05/01/76	0016	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0002	.00	14936
	0504	03/03/76 07/03/76	0032	0000	.00	14936
	0505	03/03/76 07/03/76	0032	0000	.00	14936
	0504	03/03/76 07/03/76	0032	0000	.00	14936
	0505	03/03/76 07/03/76	0032	0000	.00	14936
	0504	03/03/76 07/03/76	0032	0000	.00	14936
	0505	03/03/76 07/03/76	0032	0000	.00	14936
	0504	03/03/76 07/03/76	0032	0000	.00	14936
	0505	03/03/76 07/03/76	0032	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0002	.00	14936
	0801	03/03/76 09/03/76	0032	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0000	.00	14936
	0803	03/03/76 03/14/76	0048	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0000	.00	14936
	0803	03/03/76 09/03/76	0048	0012	.00	00008

UNIT OF SERVICE SYSTEMS



EXHIBIT 30
 STATE OF NEBRASKA
 DEPARTMENT OF PUBLIC WELFARE
 SOCIAL SERVICES - CLIENT NAME CROSS-REFERENCE LISTING
 AS OF 04/17/76

CLIENT NUMBER	AUTH NUMBER	SERV CODE	AUTH PERIOD FROM	THRU	TOTAL UNITS AUTH	UNITS PROV	UNIT RATE
40020	00564211	0310	01/27/76	06/30/76	0156	0039	6.50
20002	00454891	1102	12/01/75	05/31/76	0180	0066	.00
10020	00454561	0306	10/01/75	03/31/76	0156	0104	4.00
10020	00564621	0306	04/01/76	04/30/76	0026	0000	2.18
10020	00564622	0306	05/01/76	09/30/76	0130	0000	3.18
10020	00454351	0310	09/01/75	02/28/76	0156	0023	6.50
10020	00454951	0306	11/19/75	02/29/76	0076	0070	4.00
10020	00564641	0306	03/17/76	08/31/76	0156	0009	4.00
60001	00564401	0902	01/23/76	02/21/76	0030	0015	25.00
70001	00564721	0902	04/05/76	05/04/76	0030	0000	25.00
50020	00564141	0310	12/01/75	05/30/76	0156	0062	6.50
70001	00564321	0902	02/01/76	03/01/76	0030	0030	25.00
60022	00345943	0310	08/01/75	01/31/76	0156	0017	5.53
80020	00564071	0310	12/11/75	05/31/76	0156	0013	6.50
80020	00454111	0310	08/11/75	01/31/76	0156	0000	6.50
80021	00454112	0310	08/11/75	01/31/76	0156	0000	6.50
80021	00564072	0310	12/11/75	05/31/76	0156	0013	6.50
80022	00454113	0310	08/11/75	01/31/76	0156	0000	6.50
40020	00564111	0309	02/01/76	07/31/76	0624	0058	1.03
40020	00454381	0309	08/01/75	01/31/76	0624	0114	1.06
40022	00564113	0310	02/01/76	07/31/76	0156	0042	5.61
40022	00454383	0310	08/01/75	01/31/76	0156	0076	5.53
40021	00564112	0310	02/01/76	07/31/76	0156	0043	5.61
40021	00454382	0309	08/01/75	01/31/76	0624	0108	1.06
40021	00454831	0310	11/01/75	01/31/76	0078	0049	5.53
70020	00564101	0309	01/08/76	05/31/76	0240	0041	.98
70020	00454971	0310	11/19/75	04/30/76	0156	0080	6.50
80020	00454371	0310	09/01/75	01/31/76	0156	0000	6.18
10001	00564701	0902	04/04/76	05/03/76	0030	0000	25.00
40020	00564391	0310	02/11/76	06/04/76	0104	0029	6.50
50020	00454923	0310	12/22/75	01/31/76	0008	0000	6.50
50020	00454401	0309	09/01/75	01/31/76	0624	0099	1.25

EXHIBIT 30

STATE OF NEBRASKA
 DEPARTMENT OF PUBLIC WELFARE
 SOCIAL SERVICES - CLIENT NAME CROSS-REFERENCE LISTING
 AS OF 04/17/76

NUMBER	AUTH NUMBER	SERV CODE	AUTH PERIOD FROM	THRU	TOTAL UNITS AUTH	UNITS PROV	UNIT RATE	CASE MGR ID
0020	00564211	0310	01/27/76	06/30/76	0156	0039	6.50	50670
0002	00454891	1102	12/01/75	05/31/76	0180	0066	.00	50670
0020	00454561	0306	10/01/75	03/31/76	0156	0104	4.00	50670
0020	00564621	0306	04/01/76	04/30/76	0026	0000	2.18	50670
0020	00564622	0306	05/01/76	09/30/76	0130	0000	3.18	50670
0020	00454351	0310	09/01/75	02/28/76	0156	0023	6.50	50670
0020	00454951	0306	11/19/75	02/29/76	0076	0070	4.00	50670
0020	00564641	0306	03/17/76	08/31/76	0156	0009	4.00	50670
0001	00564401	0902	01/23/76	02/21/76	0030	0015	25.00	50670
0001	00564721	0902	04/05/76	05/04/76	0030	0000	25.00	50670
0020	00564141	0310	12/01/75	05/30/76	0156	0062	6.50	50670
0001	00564321	0902	02/01/76	03/01/76	0030	0030	25.00	50670
0022	00345943	0310	08/01/75	01/31/76	0156	0017	5.53	50670
0020	00564071	0310	12/11/75	05/31/76	0156	0013	6.50	50670
0020	00454111	0310	08/11/75	01/31/76	0156	0000	6.50	50670
0021	00454112	0310	08/11/75	01/31/76	0156	0000	6.50	50670
0021	00564072	0310	12/11/75	05/31/76	0156	0013	6.50	50670
0022	00454110	0310	08/11/75	01/31/76	0156	0000	6.50	50670
0020	00564111	0309	02/01/76	07/31/76	0624	0058	1.03	50670
0020	00454381	0309	08/01/75	01/31/76	0624	0114	1.06	50670
0022	00564113	0310	02/01/76	07/31/76	0156	0042	5.61	50670
0022	00454383	0310	08/01/75	01/31/76	0156	0076	5.53	50670
0021	00564112	0310	02/01/76	07/31/76	0156	0043	5.61	50670
0021	00454382	0309	08/01/75	01/31/76	0624	0108	1.06	50670
0021	00454831	0310	11/01/75	01/31/76	0078	0049	5.53	50670
0020	00564101	0309	01/08/76	05/31/76	0240	0041	.98	50670
0020	00454971	0310	11/19/75	04/30/76	0156	0080	6.50	50670
0020	00454371	0310	09/01/75	01/31/76	0156	0000	6.18	50670
0001	00564701	0902	04/04/76	05/03/76	0030	0000	25.00	50670
0020	00564391	0310	02/11/76	06/04/76	0104	0029	6.50	50670
0020	00454923	0310	12/22/75	01/31/76	0008	0000	6.50	50670
0020	00454401	0309	09/01/75	01/31/76	0624	0099	1.25	50670

THE ELUSIVE UNIT OF SERVICE

EXHIBIT 31

STATE OF NEBRASKA
 DEPARTMENT OF PUBLIC WELFARE
 SOCIAL SERVICES - SERVICE PLANS ON FILE
 AS OF 03/21/76

CASE MANAGER 000-00-0616

STATUS	SUB GOAL	GOAL ACHN	BARRIERS	SERVICES	UNITS AUTH.	AUTHORIZATION PERIOD	LAST ACT	T C
11	010	ELIG= C 08/04/76	99	TYPE CLIENT= CU 3599	AGE= 20 0000	03/04/76 TO 08/04/76	0/00	0
11	010	ELIG= C 08/04/76	01	TYPE CLIENT= CU 0301	AGE= 1 6624	03/04/76 TO 08/04/76	0/00	0

EXHIBIT 31

STATE OF NEBRASKA
 PARTMENT OF PUBLIC WELFARE
 SERVICES - SERVICE PLANS ON FILE
 AS OF 03/21/76

000-00-0616

IAL HN	BARRIERS	SERVICES	UNITS AUTH	AUTHORIZATION PERIOD	LAST ACT	TERM CODE	DATE
IG= C 14/76		TYPE CLIENT= CU 99 3599	AGE= 20 0000	03/04/76 TO 08/04/76	0/00	000	00/00/00
IG= C 14/76		TYPE CLIENT= CU 01 0301	AGE= 1 0624	03/04/76 TO 08/04/76	0/00	000	00/00/00

UNIT OF SERVICE SYSTEMS

EXHIBIT 32

STATE OF NEBRASKA
 DEPARTMENT OF PUBLIC WELFARE
 SOCIAL SERVICES CLIENT PAYMENTS

CASE MANAGER-- 00000001-----

CLIENT NO.----- CLIENT NAME-----
 PROVIDER NO. PROVIDER NAME

BILLING PERIOD		U/P	RATE	ADJ	AMOUNT BILLED
FROM /	THRU				
110175/113075		1	.00		
110175/113075		30	1.00		
120175/123175		28	.00		
120175/123175		1	.00		
120175/123175		168	.00		
120175/123175		28	.00		
120175/123175		168	.00		
120175/123175		21	.00		
120175/123175		1	.00		
120175/123175		36	.00		
120175/123175		21	.00		
120175/123175		1	.00		
120175/123175		160	1.00		
120175/123175		224	.00		
110175/113075		88	.00		
110175/113075		190	.00		
120175/123175		6	.00		
120175/123175		2	.00		
120175/123175		44	1.00		

EXHIBIT 32

STATE OF NEBRASKA
 DEPARTMENT OF PUBLIC WELFARE
 SOCIAL SERVICES CLIENT PAYMENTS

01/29/76
 PAGE 1911

SER- 00000001

THE ELUSIVE UNIT OF SERVICE

CLIENT NAME R NO. PROVIDER NAME	BILLING PERIOD FROM / THRU	U/P	RATE	AMOUNT ADJ BILLED	FICA	AMOUNT PAID
	110175/113075	1	.00			
	110175/113075	30	1.00			
	120175/123175	28	.00			
	120175/123175	1	.00			
	120175/123175	168	.00			
	120175/123175	28	.00			
	120175/123175	168	.00			
	120175/123175	21	.00			
	120175/123175	1	.00			
	120175/123175	36	.00			
	120175/123175	21	.00			
	120175/123175	1	.00			
	120175/123175	160	1.00			
	120175/123175	224	.00			
	110175/113075	88	.00			
	110175/113075	190	.00			
	120175/123175	6	.00			
	120175/123175	2	.00			
	120175/123175	44	1.00			

Cons

- The present system for accumulating time and cost for case management activities adds unnecessary confusion to the aggregation of accurate management information
- Uncertain relationships between units and goals and goal status must be clarified
- Collecting units at the total service level may not provide sufficient detail for analysis of what is happening at the local level.

MENTAL HEALTH UNIT-OF-SERVICE SYSTEMS**ORANGE COUNTY CALIFORNIA MENTAL HEALTH MANAGEMENT INFORMATION SYSTEM**

The Orange County Mental Health Management Information System provides record keeping and management reporting for over 150 public and private local agencies that participate in the county's mental health program.

System development was financed by program operating funds provided by the state at a ratio of 90% to 10% county funds. The system's annual operating cost is currently about \$200,000 but it is expected to decrease to approximately \$165,000 when the system operation is switched from purchased outside computer time to the county computer and from keypunched input to optical scanning.

DEVELOPMENT PROCESS

The system developer's original charge was to evaluate the county's Mental Health program during 1971, but a cursory investigation of departmental records revealed insufficient data and what information was available appeared in formats ill-suited to a fair evaluation.

The developers decided to institute a fresh approach to collecting and reporting program data that would allow management to identify information needed for administrative purposes at all levels and for an on-going program evaluation. A key component of that information would be expressed as "units of treatment" received by the patients and costs per unit.

From the very beginning, the planners attempted to involve everyone who would either provide or use the system's information. Group sessions were held on designing reports and defining the units of treatment. The latter task was accomplished by 'pooling' descriptions of 'treatment modes' provided by the participating agencies (Appendix E).

The system was designed so that it could produce both regular management reports and special reports upon request. Only a minimum number of management reports were produced initially and other reports were added as the need arose.

Treatment unit definitions are still periodically reviewed and new units added when required. All providers, public and private, are given an opportunity to participate in this process.

The primary developmental problem was communicating the concept

THE ELUSIVE UNIT OF SERVICE

behind the system to the computer contractor personnel who had to do the systems design and programming. Since the systems designer did not want computer people to dominate the design, he deliberately did not bring them in until the system design was well downstream. Consequently, they had great difficulty understanding the flow of the service delivery system and the logic of the transactions which took place. For example, the contractor never clearly understood the difference between one hour of service received by a client and one hour of service provided by a worker. Hoping to improve the situation, the system designer replaced the original computer firm. Although some of the same problems were still evident, the system was successfully implemented.

The system designers estimate that the entire developmental job cost them about \$165,000, including outside consultants, both computer firms, internal staff and computer operation costs.

SYSTEM OVERVIEW

There are presently about 100,000 patients on the system. The client enters the system using the "Entry Document" (Exhibit 33), usually completed by an intake clerk. The patient is then referred to a therapist who initially diagnoses the problem and fills out an "Evaluation Sheet" (Exhibit 34). This form resembles a service plan, in that it contains estimates of "treatment modes" and "treatment units" which the therapist plans with the client (see items 17-22).

The client is then referred to a financial counselor who prorates the fee according to the client's income and ability to pay. All county residents are eligible for services, with very low income persons (or those receiving Federal assistance payment) receiving them for free. Client income redeterminations are made annually.

Income redetermination is done once a year. Fees collected for services go into the county general operating fund. This income from fees is estimated yearly along with estimated expenditures for the mental health program—another reason for needing to know the costs per unit of services and the expected units to be delivered.

After the patient begins receiving services, a record of services provided is documented on the "Services Rendered" form (Exhibit 35). The type of unit received, the number of hours received and identification of the provider type (therapist, M.D., social worker) is recorded on this form.

The units are recorded in the patient's record as hours and minutes (in 15 minute, 30 minute and 45 minute intervals) of various treatment modes received by the patient. The therapist records his identifier (a 4-digit code) on the record of each patient receiving the treatment. If there are two therapists giving treatment at the same time, each one records his code on the client record of each recipient. This data is then recorded as "hours received" in the client data file and as "hours provided" in the provider file, with this form being the only source for this information.

All fees collected for services go into the county general operating fund. Annual estimates of the total revenue from fees and of expenditures for the mental health program are prepared for use in making budgetary

EXHIBIT 34

IDENTIFICATION

1) PATIENT'S INITIALS
 FIRST: [0-9]
 MIDDLE: [0-9]
 LAST: [0-9]

2) SEX
 MALE FEMALE

3) DOCUMENT STATUS
 ORIGINAL CORRECTED

4) PATIENT'S BIRTHDATE
 MONTH: [0-9] [0-9]
 DAY: [0-9] [0-9] [0-9]
 YEAR: [0-9] [0-9] [0-9] [0-9]

5) REPORTING UNIT
 TYPE: [0-9] [0-9] [0-9] [0-9] [0-9] [0-9] [0-9] [0-9] [0-9] [0-9]
 SYMPTOM: [0-9] [0-9] [0-9] [0-9] [0-9] [0-9] [0-9] [0-9] [0-9] [0-9]
 IP OP PH TRC CC
 AD CH MM DA ALC
 JUST

6) EVALUATION DATE
 MONTH: [0-9] [0-9]
 DAY: [0-9] [0-9] [0-9]
 YEAR: [0-9] [0-9] [0-9] [0-9]

FAMILY BACKGROUND

7) FAMILY TYPE (ORIGIN)
 PARENTS/GRANDPARENTS SIBLINGS FOSTER HOME RELATIVES/FRIENDS NON RELATIVES/GUARDIAN B&C/CONV HOME

8) NUMBER OF NATURAL SIBLINGS
 NONE 1 2 3 4 5 6 7 8 9 OR MORE

9) NUMBER IN FAMILY
 1 2 3 4 5 6 7 8 9 OR MORE

EVALUATION INFORMATION

10) EVALUATION THERAPIST
 [0-9]

11) DIAGNOSIS CODE
 DSM II GAP

12) EVALUATION IMPRESSION (PRIMARY)
 [0-9]

13) EVALUATION IMPRESSION (SECONDARY)
 [0-9]

14) EVALUATION BASIS
 CONTACT CHART

15) VISIT NUMBER
 [0-9]

16) GLOBAL ASSESSMENT SCALE
 [0-9]

TREATMENT PLAN IF ACCEPTED FOR TREATMENT (NOT FOR TRANSITIONS)

17) TREATMENT MODE (PRIMARY)
 [0-9]

18) TREATMENT MODE (SECONDARY)
 [0-9]

19) TREATMENT MODES (TERTIARY)
 [0-9]

20) EXPECTED LENGTH (PRIMARY)
 1-20 21-30 31-40 41-50 MORE THAN 50

21) EXPECTED LENGTH (SECONDARY)
 1-20 21-30 31-40 41-50 MORE THAN 50

22) EXPECTED LENGTH (TERTIARY)
 1-20 21-30 31-40 41-50 MORE THAN 50

23) ASSIGNED THERAPIST
 [0-9]

24) SRE COMPLETED?
 YES NO

TREATMENT CONDITIONS (TRANSITIONS ONLY)

25) SERVICES PROVIDED (ENTER "LENGTH OF SESSION" IF PARTIAL HOSPITALIZATION OR OUTPATIENT)
 1 TO 2 HOSPITAL DAYS 3 TO 7 HOSPITAL DAYS 8 TO 14 HOSPITAL DAYS PARTIAL HOSPITALIZATION 15 TO 30 DAYS OUTPATIENT 31 TO 60 DAYS OUTPATIENT 61 TO 90 DAYS OUTPATIENT CONSULT EVALUATION OUTPATIENT OTHER

26) LENGTH OF SESSION
 15 30 45

27) STATUS AT TRANSITION
 LEFT BY OTHER NO SHOW AREA OF REFERRAL RETURNED TRANSFER MODIFIED DISCHARGE DISCH IN TO RETURN EXPIRED OTHER

28) REFERRAL OR TRANSFER TO CODE
 NONE VOLUNTEER AGENCY DRUG TEAM SPECIAL CLINIC
 PRIVATE M H PROF CHILDRENS CLINIC CORR AGENCY, COURT, JAIL B&C CONV HOME
 NON PSYCH PRIV PHYS PRIVATE HOSPITAL SCHOOL CLERGY
 OCMC (PSYCH) REGIONAL TEAM STATE HOSPITAL AA
 OCMC (NON PSYCH) ALCOHOLISM TEAM VET HOSPITAL OTHER

29) UNIT TO
 [0-9]

30) LEGAL STATUS AT TRANSITION
 WI 6000 WI 3150 WI 5200 WI 3225 WI 5250 WI 3260 WI 5275 WI 5300 WI 5350 WI 1753
 WI 7226 WI 7508 WI 6500 WI 6300 PC 1000 PC 1026 PC 6300 PC 1201 PC 1368 PC 1370 PC 3701

31) FOR WI 5150 ONLY
 DANGER TO SELF
 DANGER TO OTHERS
 GRAVELY DISABLED

32) SPECIAL SURVEY DATA
 [0-9]
 [0-9]
 [0-9]
 [0-9]
 [0-9]
 [0-9]
 [0-9]
 [0-9]

COUNTY OF ORANGE DEPARTMENT OF MENTAL HEALTH

EVALUATION

LAST NAME: _____ FIRST NAME: _____ MIDDLE INITIAL: _____

(IMPRINTER AREA)

CONFIDENTIAL PATIENT INFORMATION
 SEE CALIFORNIA WELFARE & INSTITUTIONS CODE--SECTION 5328
 R&E COPY



EXHIBIT 35

IDENTIFICATION

1) PATIENT'S INITIAL

FIRST	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F <input type="checkbox"/> G <input type="checkbox"/> H <input type="checkbox"/> I <input type="checkbox"/> J <input type="checkbox"/> K <input type="checkbox"/> L <input type="checkbox"/> M <input type="checkbox"/> N <input type="checkbox"/> O <input type="checkbox"/> P <input type="checkbox"/> Q <input type="checkbox"/> R <input type="checkbox"/> S <input type="checkbox"/> T <input type="checkbox"/> U <input type="checkbox"/> V <input type="checkbox"/> W <input type="checkbox"/> X <input type="checkbox"/> Y <input type="checkbox"/> Z
MIDDLE	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F <input type="checkbox"/> G <input type="checkbox"/> H <input type="checkbox"/> I <input type="checkbox"/> J <input type="checkbox"/> K <input type="checkbox"/> L <input type="checkbox"/> M <input type="checkbox"/> N <input type="checkbox"/> O <input type="checkbox"/> P <input type="checkbox"/> Q <input type="checkbox"/> R <input type="checkbox"/> S <input type="checkbox"/> T <input type="checkbox"/> U <input type="checkbox"/> V <input type="checkbox"/> W <input type="checkbox"/> X <input type="checkbox"/> Y <input type="checkbox"/> Z
LAST	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9 <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F <input type="checkbox"/> G <input type="checkbox"/> H <input type="checkbox"/> I <input type="checkbox"/> J <input type="checkbox"/> K <input type="checkbox"/> L <input type="checkbox"/> M <input type="checkbox"/> N <input type="checkbox"/> O <input type="checkbox"/> P <input type="checkbox"/> Q <input type="checkbox"/> R <input type="checkbox"/> S <input type="checkbox"/> T <input type="checkbox"/> U <input type="checkbox"/> V <input type="checkbox"/> W <input type="checkbox"/> X <input type="checkbox"/> Y <input type="checkbox"/> Z

2) SEX

MALE FEMALE

3) DOCUMENT STATUS

ORIGINAL CORRECTED

4) PATIENT'S BIRTHDATE

YEAR	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
MONTH	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
DAY	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

5) REPORTING UNIT

TYPE	<input type="checkbox"/> IP <input type="checkbox"/> OP <input type="checkbox"/> PH <input type="checkbox"/> TRC <input type="checkbox"/> CC
MODE	<input type="checkbox"/> AD <input type="checkbox"/> CH <input type="checkbox"/> MM <input type="checkbox"/> DA <input type="checkbox"/> ALC <input type="checkbox"/> JUST

6) TREATMENT DATE

YEAR	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
MONTH	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
DAY	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

TREATMENT INFORMATION

7) PRIMARY THERAPIST

<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

8) CO/ADJUNCT THERAPIST

<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

9) CONTACT TYPE

OFFICE VISIT FIELD VISIT

10) SESSION LENGTH

MIN	<input type="checkbox"/> 0 <input type="checkbox"/> 15 <input type="checkbox"/> 30 <input type="checkbox"/> 45
-----	--

11) TYPE OF TREATMENT PROVIDED

EVALUATION	INDIVIDUAL	GROUP	FAMILY	
<input type="checkbox"/> 1 ORIENTATION	<input type="checkbox"/> 23 CRISIS INTERVENTION	<input type="checkbox"/> 45 GROUP THERAPY	<input type="checkbox"/> 64 FAMILY THERAPY	
<input type="checkbox"/> 2 TRIAGE	<input type="checkbox"/> 24 INDIVIDUAL THERAPY	<input type="checkbox"/> 46 MULTIPLE FAMILY THERAPY	<input type="checkbox"/> 65 NETWORK THERAPY	
<input type="checkbox"/> 3 INTAKE & EVAL (CSS DSS ONLY)	<input type="checkbox"/> 25 CHEMOTHERAPY	<input type="checkbox"/> 47 COUPLES GROUP	<input type="checkbox"/> 66 COUPLE THERAPY	
<input type="checkbox"/> 4 INTAKE OR PSYCH EVALUATION	<input type="checkbox"/> 26 BIO FEEDBACK THERAPY	<input type="checkbox"/> 48 GROUP CRISIS INTERVENTION	<input type="checkbox"/> 67 PARENT CHILD CLINIC	
<input type="checkbox"/> 5 PSYCH TESTING (PATIENT)	<input type="checkbox"/> 27 VOC. REHAB COUNSELING	<input type="checkbox"/> 49 PC1000 SEMINAR	<input type="checkbox"/> 68	
<input type="checkbox"/> 6 VOC REHAB EVALUATION	<input type="checkbox"/> 28 VITAMIN THERAPY	<input type="checkbox"/> 50 KINDERGARTEN GROUP	<input type="checkbox"/> 69	
<input type="checkbox"/> 7 PSYCH COURT EXAM	<input type="checkbox"/> 29 ANTABUSE EVALUATION	<input type="checkbox"/> 51 LATENCY GROUP	<input type="checkbox"/> 70	
<input type="checkbox"/> 8 CONSULTATION EVALUATION	<input type="checkbox"/> 30 COORDINATION INTERVIEW	<input type="checkbox"/> 52 COURT GROUP	<input type="checkbox"/> 71	
<input type="checkbox"/> 9 PRE-PETITION SCREENING	<input type="checkbox"/> 31 PATIENT FOLLOW-UP	<input type="checkbox"/> 53 ADOLESCENT GROUP	<input type="checkbox"/> 72	
<input type="checkbox"/> 10 PHYSICAL EXAMINATION	<input type="checkbox"/> 32 ANTABUSE FOLLOW-UP	<input type="checkbox"/> 54 CHILDREN'S GROUP	COLLATERAL	
<input type="checkbox"/> 11 LABORATORY TESTS	<input type="checkbox"/> 33 CHEMOTHERAPY FOLLOW-UP	<input type="checkbox"/> 55 INT CARE CLINIC (CHILD)	<input type="checkbox"/> 73 GROUP WITH PARENTS	
<input type="checkbox"/> 12 CONT CARE CASE REVIEW	<input type="checkbox"/> 34 ALC ASSESSMENT & WITHDRAWAL	<input type="checkbox"/> 56 ACTIV PROG. VAR. LENGTH. INTER.	<input type="checkbox"/> 74 INT CARE CLINIC (PARENTS)	
<input type="checkbox"/> 13	<input type="checkbox"/> 35 INDIV SERVICES (CSS-DSS ONLY)	<input type="checkbox"/> 57 ORIENTATION GROUP	<input type="checkbox"/> 75 COLLATERAL INTERVIEW	
<input type="checkbox"/> 14	<input type="checkbox"/> 36 SOCIAL SERVICE COUNSELING	<input type="checkbox"/> 58	<input type="checkbox"/> 76 GROUP W OTHER FAM MEMBERS	
<input type="checkbox"/> 15	<input type="checkbox"/> 37	<input type="checkbox"/> 59	<input type="checkbox"/> 77 INDIV THERAPY (COLLATERAL)	
<input type="checkbox"/> 16	<input type="checkbox"/> 38	<input type="checkbox"/> 60	<input type="checkbox"/> 78 CRISIS INTERV (COLLATERAL)	
<input type="checkbox"/> 17	<input type="checkbox"/> 39	<input type="checkbox"/> 61	<input type="checkbox"/> 79 CONSULTATION FOR PATIENT	
<input type="checkbox"/> 18	<input type="checkbox"/> 40	<input type="checkbox"/> 62	<input type="checkbox"/> 80 PSYCH. TESTING (COLLATERAL)	
<input type="checkbox"/> 19	<input type="checkbox"/> 41	<input type="checkbox"/> 63	<input type="checkbox"/> 81	
<input type="checkbox"/> 20	<input type="checkbox"/> 42	NUMBER IN GROUP		
<input type="checkbox"/> 21	<input type="checkbox"/> 43	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9		
<input type="checkbox"/> 22	<input type="checkbox"/> 44	<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9		

12) OPEN CASE REFERRAL

<input type="checkbox"/> NONE	<input type="checkbox"/> VOLUNTEER AGENCY	<input type="checkbox"/> DRUG TEAM	<input type="checkbox"/> SPECIAL CLINIC
<input type="checkbox"/> PRIV MH PROF	<input type="checkbox"/> CHILDRENS CLINIC	<input type="checkbox"/> CORR AGCY. COURT, JAIL	<input type="checkbox"/> R & C, CONV HOME
<input type="checkbox"/> NON-PSYCH PRIV PHYS	<input type="checkbox"/> PRIVATE HOSPITAL	<input type="checkbox"/> SCHOOL	<input type="checkbox"/> CLERGY
<input type="checkbox"/> OCMC (PSYCH)	<input type="checkbox"/> REGIONAL TEAM	<input type="checkbox"/> STATE HOSPITAL	<input type="checkbox"/> AA
<input type="checkbox"/> OCMC (NON PSYCH)	<input type="checkbox"/> ALCOHOLISM TEAM	<input type="checkbox"/> VET HOSPITAL	<input type="checkbox"/> OTHER

13) UNIT TO

<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

14) NEXT SCHEDULED APPOINTMENT

<input type="checkbox"/> NO APPT	<input type="checkbox"/> 4 DAYS	<input type="checkbox"/> 2 WEEKS	<input type="checkbox"/> 6 WEEKS	<input type="checkbox"/> 6 MONTHS	DAY	HOUR
<input type="checkbox"/> 1 DAY	<input type="checkbox"/> 5 DAYS	<input type="checkbox"/> 3 WEEKS	<input type="checkbox"/> 7 WEEKS	<input type="checkbox"/> 9 MONTHS		
<input type="checkbox"/> 2 DAYS	<input type="checkbox"/> 6 DAYS	<input type="checkbox"/> 4 WEEKS	<input type="checkbox"/> 2 MONTHS	<input type="checkbox"/> 1 YEAR		
<input type="checkbox"/> 3 DAYS	<input type="checkbox"/> 1 WEEK	<input type="checkbox"/> 5 WEEKS	<input type="checkbox"/> 3 MONTHS	<input type="checkbox"/> OTHER		

15) SPECIAL SURVEY DATA

<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9
<input type="checkbox"/> 0 <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9

COUNTY OF ORANGE

SERVICES RENDERED

DEPARTMENT OF MENTAL HEALTH

LAST NAME _____ FIRST NAME _____ MIDDLE INITIAL _____

CONFIDENTIAL PATIENT INFORMATION

SEE CALIFORNIA WELFARE & INSTITUTIONS CODE SECTION 5328

R&E COPY



THE ELUSIVE UNIT OF SERVICE

projections. Knowing the costs per unit of service and the expected units to be delivered would greatly facilitate the making of these projections.

After the patient begins receiving services, the type of unit, hours and provider type (therapist, M.D., social worker), are documented on the "Services Rendered" form (Exhibit 35).

The client's bill is also prepared from the same source. Using a rate per hour to correspond to the personnel classification of the provider, the number of hours is multiplied by that rate and the total computed. The client is then billed up to the amount that it has been determined he can pay. In most cases, this amount is divided by 12 and billed monthly.

A separate "Attendance Document" (Exhibit 36) is used to record hours of service for Partial Hospitalization services, In-Patient services and Methadone Maintenance services. The same type of information is recorded on this form and input into both the client and provider files.

When a patient leaves the system, a "Discharge Document" (Exhibit 37) closes the case leaving the inactive case history on file.

All files are updated monthly. The patients are identified by last name, year of birth and initials. The system designers consider this is a good technique for protecting confidentiality while providing unique client identifiers. All of the 150 provider agencies, public and private, use the same forms.

An additional form, "Indirect Services Document," records therapist time not spent with patients. The time recorded is input into the provider files and added to the total time expended by the therapist (this form has not yet been revised for optical scanning).

As new agencies with new treatment modes participate or as new treatment modes are identified, additions are made to the system of units, after coordination with all participants.

There are currently eight monthly management reports produced for county departmental management, provider management and case worker supervision. They are:

1. Caseload Activity/Case disposition
2. Admission/Discharge (by demographic characteristics)
3. Treatment units delivered by target group
 - Alcohol
 - Drugs
 - Mental retardation
 - Mentally disabled
 - Life crises
4. Direct Service Activity (units of worker time by classification of worker type)
5. Entry Times of clients (by hour, by day of the week)

6. Treatment Units delivered (by type of treatment)
7. Total Worker Time (in hours by type of worker)
8. Patient Roster (a list of all patients)

The last report is not distributed, but kept available for worker reference in a central office. In the near future it will be converted directly onto microfilm from the computer file tapes and distributed to local offices, all of which have microfilm readers.

Exhibit 38 shows a summary of report #4—Direct Service Activity. The units delivered by type of worker have been summarized into standard treatment units, which primarily depict summary categories of the "treatment mode," i.e., individual therapy, family services, therapy, therapy services, group therapy services, etc. (The authors regret that they were unable to obtain copies of other reports; they were only available in unreducible computer format and there was no facility to produce "phony data" to protect confidentiality or eliminate actual data to show just the format.)

FUTURE OUTLOOK FOR THE SYSTEM

So far, many other counties in California and in several other States have investigated this system but none have formally adopted it. The designer feels that many of them have incorporated the ideas and concepts into their systems design and that there will be transfers in the future.

The designers do foresee future links to other human service programs within Orange County, probably social service and physical health services. They also predict that the number of patients will increase.

Their present efforts are directed at converting keypunch input to optical scanning and linking a system 32 in the Mental Health Department to the University of Southern California computer for use in research projects.

The standard file updates and monthly reporting will still be performed by the county computer but it cannot handle the required volume of special requests for research application.

SOME CONCLUSIONS

One of the reasons given by the system designers for the system's existence and quality is that the department itself is relatively new (only about 6 years old); there was no existing system or entrenched organization to be overcome.

Also, new legislation requiring a five-year Mental Health plan and more detailed reporting to the state provided added impetus for establishing a comprehensive information system.

The designers originally felt that including unit data was essential for establishing a base for determining outside provider rates. However, the units are now used for many other purposes, including in-house planning and budgeting.

MULTI-STATE INFORMATION SYSTEM (MSIS)

The MSIS is an automated Mental Health information system developed at the Research Center, Rockland State Hospital, Orangeburg, New York.

EXHIBIT 38

**M.I.S. REPORT NUMBER MH01A301-J
REPORT PERIOD 4/01/75 THRU 6/30/75**

**COUNTY OF ORANGE
DEPARTMENT OF MENTAL HEALTH**

**PA
RUN**

DIRECT SERVICE ACTIVITY REPORT FOR ALL REPORTING UNITS

STANDARD TREATMENT UNITS

PRIMARY THERAPIST		EVALUTION		INDIVIDUAL		FAMILY		GROUP		COLLATERAL		UNKNOWN	
		N	%	N	%	N	%	N	%	N	%	N	%
PSYCHIAT	CONTACTS	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	2134	14.1	2987	12.1	1231	15.3	1213	19.2	355	9.0	23	2.1
PSYCHOL	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	2134	14.1	2987	12.1	1231	15.3	1213	19.2	355	9.0	23	2.1
SOC WKR	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
NURSE	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
VOLUN	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
MHW 1-2	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
MHW 3	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
MHW 4	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
OTH PROF	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
STUDENT	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
TOTAL	CONTACTS	2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5
	S.T.U.'S	3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5

EXHIBIT 38

1A301-J
 3U 6/30/75

**COUNTY OF ORANGE
 DEPARTMENT OF MENTAL HEALTH**

**PAGE NUMBER 6
 RUN DATE 7/15/75**

REPORT FOR ALL REPORTING UNITS

STANDARD TREATMENT UNITS

EVALUTION		INDIVIDUAL		FAMILY		GROUP		COLLATERAL		UNKNOWN		TOTAL	
N	%	N	%	N	%	N	%	N	%	N	%	N	%
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	14.1	2987	12.1	1231	15.3	1213	19.2	355	9.0	23	2.1	11671	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	14.1	2987	12.1	1231	15.3	1213	19.2	355	9.0	23	2.1	11671	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
2134	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0
3421	18.4	7427	36.1	2199	19.7	9587	35.4	469	11.2	56	6.5	19542	100.0

THE ELUSIVE UNIT OF SERVICE



System development was financed by a grant from the National Institute of Mental Health (NIMH) and by the New York State Department of Mental Hygiene. Nine states currently use the system via remote terminals linked to the Rockland computer. Several other states have installed the system on their own equipment.

Since the computer programs were written for the IBM 370, it is almost essential that any one else installing the system have that type of equipment.

States who use the terminals pay a yearly fee based on volume of transactions. One state, with approximately 100,000 patients on file, pays approximately \$100,000 per year for data processing costs.

SYSTEM OVERVIEW

The patient file is opened by an Admission Form (Exhibit 39) containing demographic and biographic data, and a problem appraisal of the patient. As services are rendered, the patient file is updated and data is also stored in a file for the facility providing the service.

Units

A "time" unit is used based upon the hours and minutes of service received by the patient. The unit is recorded each time a patient receives a service, for each type of service received, and is entered into both the patient file and the facility file, along with the clinician's identity.

The time is recorded on the Direct Patient Service Form (Exhibit 40). Examples of services that are provided are shown in Exhibit 41. However, each user may identify the services rendered by his facility and codes he wishes to use for them.

Many other types of forms may be used to record detailed diagnosis, evaluation and problem appraisal.

Data from these other forms is entered into the patient file and may be referenced by the properly authorized individuals as treatment progresses. Among some of the other data collection forms are:

- Psychiatric Diagnosis Recording Form
- Mental Status Examination Record
- Periodic Evaluation Record
- Problem Appraisal Scale
- Psychiatric Anamnestic Record

Most of the computer output produced from these forms is narrative in form.

When the patient stops treatment, a Termination Form (Exhibit 42) records the disposition of the case, referrals made and final diagnosis. It also can be used to summarize the treatments given.

The system does not currently have the capacity to collect or report treatment costs.

REPORTS

The system produces various standard management and client history reports. In addition, an automated report generator feature can produce special reports based on requested parameters.

EXHIBIT 41

MSIS DIRECT PATIENT SERVICE SYSTEM

Type of Service Code

- | | |
|---------------------------------------|---|
| A. CONTACT SERVICES | D. REHABILITATION-
RESTORATION-HABILITATION
SERVICES |
| 01—Contact Interview | 50—Vocational Rehabilitation/
Counseling |
| 09—Other | 51—Social Rehabilitation Services |
| B. EVALUATION SERVICES | 52—Speech and Hearing Therapy |
| 10—Psychiatric Evaluation | 53—Special Educational Services |
| 11—Social Evaluation | 54—Sheltered Workshop |
| 12—Psychological Evaluation | 55—Behavioral Modification |
| 13—Combination of the A
Three | 56—Home Visit Service |
| 14—Physical Evaluation | 57—Pre-vocational Services |
| 15—Neurological Evaluation | 58—Recreational Service/Activity |
| 16—Speech Evaluation | 59—Other Counseling |
| 17—Hearing Evaluation | 69—Other |
| 18—Educational Evaluation | E. CLIENT RELATED ACTIVITIES |
| 19—Vocational Evaluation | 70—Preparation |
| 20—Retardation Client Evaluation | 71—Report Writing |
| 29—Other | 72—Form Service |
| C. TREATMENT SERVICES | 73—Information Gathering Activities |
| 30—Individual Therapy | 74—Patient/Client Related Conferences
and Meetings |
| 31—Group Therapy | 75—Court Testimony |
| 32—Child Therapy | 76—Field Services |
| 33—Family Therapy | 79—Other |
| 34—Couple Therapy | F. RESIDENTIAL CARE SERVICES |
| 35—Collateral Therapy | 80—Personal Care |
| 36—Crisis Intervention | 81—Half-way House |
| 37—Medication (Chemotherapy) | 82—Foster Care |
| 38—Detoxification | 89—Other |
| 39—Somatic Therapy | G. HOSPITALIZATION-
PARTIAL HOSPITALIZATION |
| 40—Other Medical Surgical
Services | 90—Inpatient |
| 41—Activity Therapy | 91—Day Treatment |
| 42—Social Support Services | 92—Night Hospital |
| 43—Behavior Therapy | 93—Ward Government |
| 49—Other | 94—Child Care/Day Care |
| | 95—Therapeutic Nursery School |
| | 99—Other |

UNIT OF SERVICE SYSTEMS

EXHIBIT 42

FORM HS 34 (5-76)

TERMINATION FORM*

1. ADMISSION OR ACTION: ADMISSION TRANSFER DISCHARGE DEATH

2. FACILITY NAME: _____

3. FAC. CODE: _____ 4a. WARD/UNIT: _____ 4b. STATUS: _____ 5. CONSECUTIVE NO.: _____

6. CASE NUMBER OR ID NUMBER: _____ 7. SEX: _____ 8. AGE: _____ 9. DATE OF BIRTH (month-day-year): _____

10. LEGAL STATUS (inpatients only): _____ 11. LEGAL STATUS DATE (month-day-year): _____ 12. ADMISSION DATE (month-day-year): _____

13. NAME: last _____ first _____ middle initial _____ maiden name _____ 14a. CATCH AREA: _____

14b. USUAL ADDRESS: no. and street or rd. _____ city, town or village _____ state _____ zip code _____ county _____ 14c. ADDRESS CODE: _____

15. SOCIAL SECURITY NO.: _____ 16. OCCUPATION: _____ 17. NAME AND LOCATION OF LAST PSYCHIATRIC OR RETARDATION FACILITY OR SER: _____

MARK ONLY ONE CHOICE EXCEPT AS SPECIFIED—USE ONLY NO. 2 PENCIL

18. CONSECUTIVE NUMBER: 0 1 2 3 4 5 6 7 8 9

19. DATE OF TERMINATION:

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
JAN																															
FEB																															
MAR																															
APR																															
MAY																															
JUN																															
JULY																															
AUG																															
SEPT																															
OCT																															
NOV																															
DEC																															

20. TIME BETWEEN FIRST INTERVIEW AND SUBSEQUENT TREATMENT OR SERVICE:

NO TREAT TIME	1 WK	2 WKS	3 WKS	4 WKS	2 MOS	3 MOS	4 MOS	5 MOS OVER
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. TIME BETWEEN DATE OF LAST VISIT AND DATE OF TERMINATION:

NO TIME	1 WK	2 WKS	3 WKS	4 WKS	2 MOS	3 MOS	4 MOS	5 MOS OVER
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. TYPE OF SERVICE (Mark ALL which apply):
 Intake Only Group Sessions Electric Shock Therapy
 Diagnosis or Evaluation Drug Therapy Services thru Collateral
 Only Individual Rehabilitative Services Other
 Family Group Sessions Education or Training

23. NUMBER OF VISITS by patient, client, and/or collateral:
 To Outpatient Clinic:

0	1	2	3	4	5-9	10-24	25-49	50-99	100+
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

 To Day Hospital:

0	1	2	3	4	5-9	10-24	25-49	50-99	100+
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

 To Day Training Center:

0	1	2	3	4	5-9	10-24	25-49	50-99	100+
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

 To Rehabilitation Center or Sheltered Workshop:

0	1	2	3	4	5-9	10-24	25-49	50-99	100+
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

 Rec'd. Serv. by Fac. Staff at Other Locations:

0	1	2	3	4	5-9	10-24	25-49	50-99	100+
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

 Other:

0	1	2	3	4	5-9	10-24	25-49	50-99	100+
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. MENTAL LEVEL (Mark either A or B):
 A. Tested:

Profound (IQ)	Severe	Mild	Border	Aver	Bright	Super
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	35	51	67	83	100	119
						OVER

 B. If Not Tested, Enter Impression:
 PROFOUNDLY OR SEVERELY RETARDED MODERATELY OR MILDLY RETARDED AVERAGE ABOVE AVERAGE

25. RESPONSIBLE FOR FEE (Mark ALL which apply):
 No Fee Court Medicare Medicaid Insurance Other Relative(s) Other Welfare Other

26. FACILITY CODE: 0 1 2 3 4 5 6 7 8 9

27. DISPOSITION OF CASE (Mark Either A, B, C, or D):
 A. Patient Withdraw: Facility Notified Moved or Ill Died Other Reasons
 B. Patient Withd Facility Not Notified
 C. Terminated by Facility: Without Referral No Further Care Indicated Further Care Indicated But Unavailable Patient Unresponsive
 D. Terminated by Facility: With Referral (Mark ALL which apply):
 Mental Hospital Nursing Home Private Psychiatrist
 Mental Health Center Residential Treatment Center Other Private Physician
 General Hosp. Psychiatric Unit Partial Hosp. Day School, Special Class
 General Hosp. Other Unit Partial Hosp. Night Court or Correction Agency
 V.A. Hospital Psychiatric Clinic Public Health or Welfare Agency
 Institution for Retarded Day Training Center Voluntary Agency
 Other Retardation Facility Sheltered Workshop Clergy
 Hostel or Halfway House Vocational Training Other

28. CONDITION AT LAST VISIT: Improved Unchanged Worse Undetermined

29. PRIMARY DIAGNOSIS (Use APA Manual II, 1968): 0 1 2 3 4 5 6 7 8 9

SECONDARY DIAGNOSIS (Use APA Manual II, 1968): 0 1 2 3 4 5 6 7 8 9

COMPLETED BY: _____ DATE: _____

Termination Form

THE ELUSIVE UNIT OF SERVICE

One patient history report shows patient personal data, presenting problems and treatment history. Another lists, for each individual, the types of service, dates, hours and minutes of service received and the unit providing services.

Management reports show accumulated hours of service by service type and staff person and number of contacts by staff person for a particular facility. There are also reports on indirect service time spent by facility staff. (See Appendix F for samples of these reports.)

FUTURE PLANS

Billing capability is a requirement of most Mental Health facilities, since many of their patients do not receive Medicare or Medicaid. Therefore, the system developers are planning to design a patient billing apparatus to link costs with the existing system.

PROTECTION OF CONFIDENTIALITY

It is difficult to discuss any kind of information system in the Mental Health field without addressing the issue of confidentiality. The reluctance to disclose information on the services and the units of service received by a client to individuals or organizations outside the facility providing the service is the subject of considerable controversy, both for Mental Health programs and for those Title XX Social Service programs that include Mental Health services.

The provider facility may feel that such disclosure violates the security of the professional/client relationship. Skeptics counter that such a position is a smoke-screen to protect poorly managed facilities.

The Nebraska Department of Public Institutions (DPI) has introduced an innovation that seems to have somewhat ameliorated the problem. Nebraska is one of the states implementing the MSIS, although electing to process the data on a compatible state computer.

The MSIS patient identifier is a seven-digit number which can be any number that the user chooses to input. No other identifying data is required. Strict controls limit access to the data to only the originating organizations.

Because of reservations voiced by local Mental Health providers, a coding system was devised using selected letters from the patient's name, digits from the birthdate, and a code for gender. These digits are scrambled by the director of the local Mental Health facility so that once the data leaves that facility it is not known to anyone, except that person. Since all facilities use the same coding process, a central file can be maintained by DPI without knowledge of the client's name.

Nebraska has instituted several other security measures described in a document entitled "A Client Coding System for Maintaining Confidentiality in a Mental Health Information System" (see bibliography for citation).

UNIT-OF-SERVICE RESEARCH PROJECTS

NEW YORK STATE UNIT OF SERVICE COST PROJECT

The unit of service project in New York is one of two research projects sponsored by HEW/SRS on units of service. This particular experiment is

being conducted by the Welfare Research, Inc. (WRI), a non-profit research corporation established by the Department of Social Services in New York State for the purpose of carrying out innovative experiments in the human service field.

BACKGROUND

New York has had considerable experience in information systems for social services over the past two years. The 'GOSS' (Goal Oriented Social Services) system, that resulted from the HEW/SRS sponsored Booz-Allen feasibility study entitled "Social Service Effectiveness—an Analysis of Barriers to Self-Sufficiency," provided the basis for New York's Social Service Information System—SSIS, initiated in 1972.

The New York system was exemplary in at least one respect—all of the basic information to be included in both establishing client information and updating were derived from one form (see Exhibit 43).

Unfortunately, the SSIS encountered most of the pitfalls experienced by other states who have more recently launched system designed efforts in response to the new Title XX requirements. While this paper does not propose to discuss the pros and cons of human services information systems in general, we hope to alert service unit system design to the problems experienced by New York and other states. The Conclusions and Recommendations (Section V) of this paper list the "Canons" which provide more detail on the proper approach to human service information system development. The New York original SSIS system provided ample evidence of the viability of these canons.

As can be seen from the SSIS basic input document, the original design included service units measured in either hours or days. The guidelines for actually recording the units were imprecise and further complicated by the overlapping and generalities of the pre-Title XX social service definitions. Very few workers, if any, had had experience using units or thinking of their work in terms of units. Having this requirement thrust suddenly upon them understandably caused much confusion and adverse reaction.

Although the unit of service information was aggregated at the state level and some reports were produced, no real effort was expended to analyze the utility of the unit as a decision making or service delivery tool prior to the final demise of the SSIS system in mid-1975.

PROJECT OVERVIEW

With the advent of Title XX in October of 1975, 17 services were defined for inclusion in the New York State Comprehensive Annual Social Services program plan. Welfare Research, Inc. is using these services, as modified by the second year Title XX plan, as a basis for the unit of service research project. The experiment will hopefully avoid most of the problems encountered by SSIS.

Since the new Social Service Reporting System in New York (SSRS) that replaces the SSIS is basically a State reporting system, as opposed to a localized client tracking system, the WRI unit of service test will be carried out at the county level, using data generated from county service delivery activity. State program and systems people will participate in a review

THE ELUSIVE UNIT OF SERVICE

EXHIBIT 43

NEW YORK STATE DEPARTMENT OF SOCIAL SERVICES
S.S.I.S. RECORD OF SOCIAL SERVICES

1 ACTION CODE (11) 1 NEW 2 REOP 3 INIT 4 CHG 5 CLE FOR CHANGES IN C.V. ITEMS 2-5 OF 8 ENTER OLD IN LINE ABOVE AND NEW IN THIS LINE		2 LOCAL AGENCY - SAT (123) (47)		3 COND DIST (16 9)		4 PRIMARY CLIENT SOC SEC A/C NO (110 16) (27 45)		5 CASE NUMBER (16 29) (46 96)																					
CLIENT INFORMATION																													
6 PRIMARY CLIENT'S NAME (MAX 30 POSITIONS) (131 60) LAST FIRST M.I.																													
7 PRIMARY CLIENT'S ADDRESS (OPTIONAL) STREET (21 43)																													
8 SEX (17) 1 M 2 F 3 U		9 RACE ETHNIC (22) 1 WH 2 EL 3 IN 4 AS 5 PR 6 LA 7 OT		10 BIRTH DATE (22 18) MM DD YY		11 CLIENT TYPE (138) 1 CHILD 2 ADULT		12 MARITAL STATUS (40) 1 MAR 2 WID 3 SEP 4 DIV 5 NMR 6 UNK 7 NAP		13 NO ADULTS UNDER 2 (42 44) (46 48)		14 NO CHILDREN UNDER 2 (47 48) (49 50)		15 NET YEARLY INCOME (134 4) (148 50)															
SERVICE ELIGIBILITY/FEDERAL CATEGORICAL RELATEDNESS/SPECIFIC PROGRAM I.D. - SPECIAL AREAS																													
16 SERVICE ELIGIBILITY (21) 1 FORMER 2 POTENTIAL 3 CURRENT 4 NO FED 5 EMERG										17 SPECIAL AREAS (34 27) 1 WIN REG 2 WIN NO CERT 3 WIN CERT 4 MIGRANT 5 JUVENILE DELINQUENT 6 IV CHILD WELFARE SERVICES					18 NET YEARLY INCOME (134 4) 1 APOC 2 UAA 3 APTD 4 AH 5 NA 6 EMERG 7 APOC 8 APOC IC 9 APOC UP 10 APOC WIN 11 HR 12 NONE 13 NA 14 EMERG														
CLIENT CONDITIONS AND GOAL: CURRENT AND PROJECTED																													
19 LIVING ARRANGEMENT (48 46) 1 CURR 2 PROJ		20 EMPLOYMENT (48 50) 1 CURR 2 PROJ		21 HEALTH (51) 1 CURR 2 PROJ		22 EDUCATION (54) 1 CURR 2 PROJ		23 EDUCATION (54) 1 CURR 2 PROJ		24 EDUCATION (54) 1 CURR 2 PROJ		25 EDUCATION (54) 1 CURR 2 PROJ		26 EDUCATION (54) 1 CURR 2 PROJ															
BARRIERS AND SERVICE PROVISION																													
27 PROJ GOAL (21) 1 SE 2 SC 3 CB 4 IC					28 BARRIER (22 23) 1 Y 2 N					29 BARRIER STATUS (25) 1 Y 2 N					30 PROJ GOAL (21) 1 SE 2 SC 3 CB 4 IC					31 BARRIER (22 23) 1 Y 2 N					32 BARRIER STATUS (25) 1 Y 2 N				
33 ACTION (26) 1 CLS 2 ADD 3 DLT		34 SERVICE STATUS (27) 1 CLS 2 ADD 3 DLT		35 SPEC STATUS (28) 1 CLS 2 ADD 3 DLT		36 METHOD OF PROVISION (40) 1 CLS 2 ADD 3 DLT		37 PROV STATUS (42) 1 CLS 2 ADD 3 DLT		38 SERVICE UNITS (44 47) 1 CLS 2 ADD 3 DLT		39 AGENCY (48 50) 1 CLS 2 ADD 3 DLT		40 ACTION (26) 1 CLS 2 ADD 3 DLT		41 SERVICE STATUS (27) 1 CLS 2 ADD 3 DLT		42 SPEC STATUS (28) 1 CLS 2 ADD 3 DLT		43 METHOD OF PROVISION (40) 1 CLS 2 ADD 3 DLT		44 PROV STATUS (42) 1 CLS 2 ADD 3 DLT		45 SERVICE UNITS (44 47) 1 CLS 2 ADD 3 DLT		46 AGENCY (48 50) 1 CLS 2 ADD 3 DLT			
47 STAFF MEMBER UNIT NUMBER (131 23)		48 STAFF MEMBER POSITION NO (134 26)		49 STAFF MEMBER CLASSIFICATION (18)		50 REPORT MONTH (12 26)		51 AGENCY NAME		52 DATE REPORT APPROVED (MM DD YY)		53 SUPERVISOR																	

FORM 808-5110-2



capacity, but WRI will do the system design in close cooperation with three counties participating in the system test.

The project began with a literature search to determine the state-of-the-art in the unit-of-service development. This phase was completed in February 1976. An analysis by WRI of these past efforts provided the basis for Phase II of the project—defining the units of service and the general system design. Those projects that contributed heavily to WRI's approach were the Louisville Services Integration Project, heavily underwritten as an HEW 'SITO' (Services Integration Targets of Opportunity) project, the Booz-Allen experiment, UWASIS, and work privately sponsored by the Family Service Association of America. Exhibit 44 illustrates a comparative analysis of one service that resulted in the service unit definitions to be tested during Phase III.

Current planning calls for the testing of at least three different approaches to the unit of service system design, probably in three different counties. While the criteria for designing each approach is not yet completed, such factors as complexity, utility, ease of gathering data, cost of processing, and potential for other counties to use the system will weigh heavily in the selection process.

Phase IV of the project will involve a written analysis of the approaches, with accompanying description and recommendations to HEW for use in other states.

The New York State Department of Social Service will also be closely observing the project for possible applications in other New York social service districts.

THE NEW YORK UNITS

WRI has elected to use a two-pronged approach to unit definition—a 'planning' unit and a 'product' unit. The planning unit applies to those things that go into the providing of a service, while the product unit is a measure of the intended results of the service. (Appendix G.)

Planning Unit

After considering both the time basis (an hour, a day), and activity-basis (a session, a meeting) for the planning unit, the former was selected because hours of direct worker time for activities like sessions or meetings will vary considerably and to cost out the unit, the worker time would have to be collected anyway. (This lesson, learned on the Orange County project, has provided guidance to the New York project.)

The planning unit was also viewed from the standpoint of whether a county worker provided the service or the service was purchased from a private provider. In New York, the bulk of the county worker activity is expended in "assessing the need for, arranging for and evaluating the effect of" services. The actual provisioning of the services is done mostly through purchase agreement or by an agency other than the Title XX agency.

Whether the planning unit will be recorded as that delivered by a worker or received by a client or both has not yet been determined. Both possibilities will likely be explored during the county tests.

HOMEMAKER SERVICES

- *assessing need for*
- *arranging for*
- *providing*
- *evaluating*

} provision of personal care and home management, etc.

UNITS OF SERVICE

UWASIS	LOUISVILLE	BOOZE-ALLEN ETC.	• number in hours during
Home Health Care Homemaker Service	(C)	• one hour of service	• number in hours during
• number of households served in a year	• number of hours a day, week or month of homemaker service obtained	• one arrangement of service	
• number of persons served in a year by age, sex, ethnic origin and family income level	• duration of service		
• number of homemaker days in a year	• cost of service		
• number of home health care provided in a year	(P)		
	• number of consumers served		

(C) = consumer units

(P) = program products

EXHIBIT 44

THE ELUSIVE UNIT OF SERVICE

VICES

or } provision of personal or home management, etc.

UNITS OF SERVICE

	LOUISVILLE	BOOZE-ALLEN ETC.	FSAA
in a year	(C)	• one hour of service	• number of hours spent in home by homemakers during the year
a year by family	• number of hours a day, week or month of homemaker service obtained	• one arrangement of service	
n a year provided in	• duration of service • cost of service		
	(P)		
	• number of consumers served		

(C) = consumer units

(P) = program products

EXHIBIT 45

FORM DSS-2171 (REV. 10/75)

RANDOM MOMENT OBSERVATION FORM

STATE OF NEW YORK		DEPARTMENT OF SOCIAL SERVICES		LOCAL AGENCY CODE NUMBER	SATELLITE (SITE) NUMBER
SERVICE WORKER'S NAME		WORKER'S I.D. NUMBER	DATE		TIME
			Mo.	Day	Yr.
					•
					•

- INSTRUCTIONS:**
- 1) Select from Section A the action which best describes the worker's activity at the time indicated above.
 - 2) Complete Sections B, C, D, and E only for Section A, Items 1 and 2.
 - 3) Do not check more than one box in any Section.

SECTION A - ACTIVITY

<p>Direct Services</p> <p>01 <input type="checkbox"/> Service Related Activity</p> <p>02 <input type="checkbox"/> Information and Referral</p> <p>03 <input type="checkbox"/> Group Services</p> <p>Home Finding</p> <p>09 <input type="checkbox"/> Day Care</p> <p>10 <input type="checkbox"/> Adoption</p> <p>11 <input type="checkbox"/> Foster Care - Adults</p> <p>12 <input type="checkbox"/> Foster Care - Children</p>	<p>Indirect Services/Administration</p> <p>04 <input type="checkbox"/> Training</p> <p>05 <input type="checkbox"/> Meetings</p> <p>06 <input type="checkbox"/> Authorized Leave</p> <p>07 <input type="checkbox"/> Lunch Break</p> <p>08 <input type="checkbox"/> Other (includes coffee breaks)</p>
--	---

COMPLETE THE FOLLOWING SECTIONS ONLY FOR ITEMS 1 OR 2 ABOVE

SECTION B - SERVICES

<p>01 <input type="checkbox"/> Adoption Services</p> <p>02 <input type="checkbox"/> Day Care - Children</p> <p>03 <input type="checkbox"/> Educational</p> <p>04 <input type="checkbox"/> Employment</p> <p>05 <input type="checkbox"/> Family Planning</p> <p>06 <input type="checkbox"/> Foster Care - Adults</p> <p>07 <input type="checkbox"/> Foster Care - Children</p> <p>08 <input type="checkbox"/> Health Related</p> <p>09 <input type="checkbox"/> Home Management</p> <p>10 <input type="checkbox"/> Homemaker - MA</p>	<p>11 <input type="checkbox"/> Homemaker - Other</p> <p>12 <input type="checkbox"/> Housekeeper/Chore</p> <p>13 <input type="checkbox"/> Housing Improvement Services</p> <p>14 <input type="checkbox"/> Preventive</p> <p>15 <input type="checkbox"/> Protective Services - Adults</p> <p>16 <input type="checkbox"/> Protective Services - Children</p> <p>17 <input type="checkbox"/> Social Adjustment Services</p> <p>18 <input type="checkbox"/> Social Group Services for Senior Citizens</p> <p>19 <input type="checkbox"/> Transportation</p> <p>20 <input type="checkbox"/> Unmarried Parents Services</p>
--	--

SECTION C - CLIENT GOAL

SECTION D - CWS

<p>01 <input type="checkbox"/> Self Support</p> <p>02 <input type="checkbox"/> Self Sufficiency</p> <p>03 <input type="checkbox"/> Protection of Children & Adults</p> <p>04 <input type="checkbox"/> Community/Home Based Care</p> <p>05 <input type="checkbox"/> Institutional Care</p>	<p>Is this activity a Child Welfare Service?</p> <p>01 <input type="checkbox"/> Yes 02 <input type="checkbox"/> No</p>
---	---

SECTION E - CLIENT STATUS

<p>01 <input type="checkbox"/> EAF</p> <p>02 <input type="checkbox"/> ADC-WIN</p> <p>03 <input type="checkbox"/> ADC-FC</p> <p>04 <input type="checkbox"/> ADC</p> <p>05 <input type="checkbox"/> SSI-Aged</p> <p>06 <input type="checkbox"/> SSI-Blind</p> <p>07 <input type="checkbox"/> SSI-Disabled</p>	<p>08 <input type="checkbox"/> MA-FP</p> <p>09 <input type="checkbox"/> HR</p> <p>10 <input type="checkbox"/> Income Eligible</p> <p>11 <input type="checkbox"/> Without Regard to Income</p> <p>12 <input type="checkbox"/> FNP</p> <p>13 <input type="checkbox"/> Non-Reimbursable</p>
---	--

Posted on Daily Control Log

Initials _____ Date _____



THE ELUSIVE UNIT OF SERVICE

Product Units

The product unit attempts to measure service goals in more precise terms than accomplishment of one of the five national goals required by Title XX.

While measuring service effectiveness in achieving these goals is important to the broader concern of Congress and State administrations, that same data is of little use to the county administrator and case worker in day-to-day agency operations.

Some of the traditional services have implicit results or 'products':

Adoption—one completed adoption

Protective Services—one child "protected."

Results for other services are not as clearly agreed upon:

Day Care —Is it to allow the parent to seek work or obtain training, resulting in one employed parent? or does the outcome have anything to do with a change in condition of the child?

Homemaker—Is it for care of children so that the parent can get medical treatment? or so that he or she can receive some instruction in simple household tasks?

The product unit in these cases depends on the *reason* for providing the service and is not directly linked to the end-product of the service itself (i.e., one clean house, one cared-for-child).

It can also be argued that the product unit is actually a sub-objective and should not be considered as a unit of service at all. As the project progresses some of the answers to these questions should be forthcoming. (It should be noted that most other service unit development projects have focused primarily on the planning or 'input' type of units, so that the New York project will provide valuable data as to the usefulness of the product or 'output' unit.)

UNIT COSTS

The cost system to support the unit of direct service has yet to be designed. The state currently collects costs by type of service through a Random Moment Time sampling system. (See Exhibit 45 for the data collection form.) This RMT system should provide sufficient data during the test period to determine how management use planning and product units, and whether a more detailed or totally redesigned cost system is required.

In summary, this project has some exciting possibilities and hopefully can assist the development of workable social services units.

STATE OF MISSISSIPPI UNIT OF SERVICE COST PROJECT

The Mississippi project is the second of the two HEW/SRS units of service research and demonstration projects. While the State of New York, the other grantee, has a state-supervised, county-administered delivery system, Mississippi, through its Department of Public Welfare, both supervises and administers social services delivery. The HEW/SRS sponsors hope that

having two different models will aid in producing more widely applicable research results.

HISTORY

Mississippi has been active in the design and operation of social service information systems for the past two years. Their Social Service Information System (SSIS) was developed prior to Title XX, but the system was designed with sufficient flexibility so that no major problem was experienced in incorporating the new requirements. The SSIS operates through a state centralized computer system.

As clients enter the system, a service plan (Exhibit 46) is prepared indicating goal, services planned and provider information. Space is allocated on the service plan for units authorized for each service, but this column will be left blank until the research project is completed.

PROJECT OVERVIEW

The first phase of the two year project now in process is concerned with:

- Redefining the services for the forthcoming State Comprehensive Annual Services Program (CASP) Plan
- Defining the units to be used in the test
- Preparing an annotated bibliography derived from a search of service units literature
- Designing forms and procedures for collecting units and unit cost data and for identifying direct and indirect costs
- Developing procedures for reporting units.

Field testing of the units and candidate data collection forms is scheduled to begin in February, 1977 and to last six months. It will be limited to state delivered services only, i.e., no outside providers or purchased services will be included. Test evaluation is projected to begin in month four of the test phase.

RESULTS TO DATE

Since the project is in its early design phase, only limited results so far are obtainable. Initial investigations produced three types of units—all of the "input type" (See Section V for unit type description).

- Time-based units—an hour, a day
- Activity-based units—an examination, an evaluation
- Commodity units—a meal, a contraceptive device

A late status report from the State indicates that they are considering adding two other types:

- Space-based unit—a trip (not clear now how this differs from the commodity based unit)
- Need-based unit—(no specific example given but appears to be connected with medical services).

THE ELUSIVE UNIT OF SERVICE

An interim unit-type reporting system to obtain service provided information and costs has also been introduced (Exhibit 47). Worker time is collected in hours by type of service. Costs are then allocated based on the percentage of time spent on each service. But initial results indicate that case workers are confused as to how to record hours expended—especially those spent in “arranging” for other services—and so an alternative method of capturing this data is being considered. This new technique would lump those non-direct delivery type activities into one function or service such as Case Management. Perhaps this approach will work, but the risk is that, like their counterparts in other states, the workers will tend to record *all* of their time as Case Management. Careful controls should be established if this approach is adopted.

UNIT COSTS

After some analyses of cost accounting techniques, it has not yet been decided whether unit costs will be derived by setting a fixed “rate per unit” prior to delivery and then testing the validity of that rate or by aggregating unit data and total costs and then determining a post-delivery “cost per unit.”

The Mississippi experiment, although in its early phases, has one necessary ingredient to produce a good unit of service system,—excellent technical personnel, good management, and one of the few operational social service information systems.

FUTURE DEVELOPMENT RECOMMENDATIONS FOR CONCLUSIONS AND

Given the history and underdeveloped nature of units-of-service systems as described in the previous sections, any conclusions or recommendations deserve to be read with a healthy skepticism. Nevertheless, the authors can at least enumerate much of the "what not to do's" both for the general design of human service information systems and the unit of service itself.

Some of the conclusions or "canons" are related primarily to systems design at the state level, but the many public and private project managers at the local level will be well advised to apply some of these rules to their own operations.

THE "CANONS" OF HUMAN SERVICE INFORMATION SYSTEM DESIGN

AVOID CENTRALIZED COMPUTER PROCESSING IN A STATE SUPERVISED, BUT COUNTY ADMINISTERED SERVICE DELIVERY STRUCTURE

It is difficult, if not impossible, to operate an automated system at the state level that will produce timely "turn-around" client information for a county or city administered human service program.

New York attempted this approach with their SSIS and at one time they were running over a year behind in cycling of the information back to the counties.

INVOLVE ALL POTENTIAL SYSTEM PARTICIPANTS

The people that deliver the services and provide the basic information about recipients to the system *must be involved* in the design of the system.

A "top-down" approach to design rarely succeeds. In New York the case workers actually formed a separate corporation with the purpose of doing away with the SSIS,—and they were successful.

"THINK SMALL"

Human service information systems, while not technically difficult to

THE ELUSIVE UNIT OF SERVICE

design, an extremely difficult to implement. The best approach is to plan a system that first meets the basic requirements and add incrementally to it. ~~High~~ complexity has ruined many good systems designs.

"KEEP THE TECHNICAL SYSTEMS PEOPLE UNDER CONTROL OR THEY WILL DICTATE THE PURPOSE OF THE SYSTEM"

In case after case, when the reason for particularly complicated elements of a system design are questioned it can usually be traced to the "computer people." The tendency is to do the most that is technically possible, not that which is usable and affordable.

"TEST, TEST ONCE MORE AND THEN TEST AGAIN"

The tendency to rush into a design implementation, including printing of thousands of forms, prior to a good "ironing out" in the field, has too often proved to be a costly mistake. The system designer cannot anticipate all the unpredictable events that occur in the planning and delivery of human services; only through "live" testing can uncover these "surprises."

"DO NOT 'TURN-KEY' A SYSTEMS DESIGN EFFORT TO A CONSULTANT"

Too many times states have contracted for a total human service system design with little in-house participation or preparation for such an effort. When the consultant leaves, no one knows why the system was designed the way it was, no one will take responsibility for it, and upgrading or changing it is nearly impossible without calling the consultant back (and most times he is unavailable).

"SELECT CONSULTANTS BY NAME"

When using a large consulting firm, make sure *who* specifically will be working on your project. Buying a "big name" firm does not guarantee quality. Quality varies as a function of the individual who does the work.

RECOMMENDATION FOR FUTURE UNIT-OF-SERVICE SYSTEM DEVELOPMENT

INTEGRATED SYSTEMS DEVELOPMENT

RECOMMENDATION

Design statistical systems and cost systems separately, confirm that they will work, and worry about integrating the two later.

The unit links costs and services. While it may be used for other reasons, identification of a cost per unit of service is usually the primary reason for establishing such a system. Many of the systems designed to date have attempted from the start to integrate cost and units in service recipient records. Although discovering what it costs to provide services to each specific recipient is a worthy objective, this approach has not usually been successful, particularly in the early design phases.

CONCLUSIONS AND RECOMMENDATIONS

One reason for its failure is that cost systems and systems to gather statistical information about service recipients are usually designed separately and are controlled by two different organizations. In a state department of human resources, the administrative or fiscal division is usually responsible for the cost system, while the design of the information system for social statistics is either a department of social services project or else it is shared with the systems division. Even with states which have a centralized computer or systems capability, the individuals who design the cost system and the social statistics system are often not in the same group within the department.

In the private/voluntary service delivery organization the responsibility is similarly divided and although the states' size problem is minimal in the smaller private organization, resources for designing integrated systems simply are not there.

Also, the added detail required to collect data by service units where no system previously existed is by itself a terrific burden on both the service worker and the data assimilator (key puncher) in an automated system. The excessive workload has caused many otherwise well-conceived social service information systems to fail.

Exhibit 48 is a flow diagram used by HEW/SRS to explain how a state system would function for both cost and statistics in providing Title XX response requirements. (Note the two separate files for cost and statistics.)

STATISTICAL SYSTEM DEVELOPMENT

RECOMMENDATION

Make sure the unit of service system design is useful to both supervisory and service worker personnel before implementation.

The most common approach in statistical systems design is to use the service unit for both case planning and service provisioning. In some recent cases, however, Title XX pressures have forced many organizations to use the unit for only the service provided. The unit required by Title XX reports is "a service received by a recipient one or more times during a reporting quarter." Whether the service was continuous for three months, i.e., day care, or there was a 15 minute counseling session, the service is reported as Day Care: 1 recipient; counseling: 1 recipient.

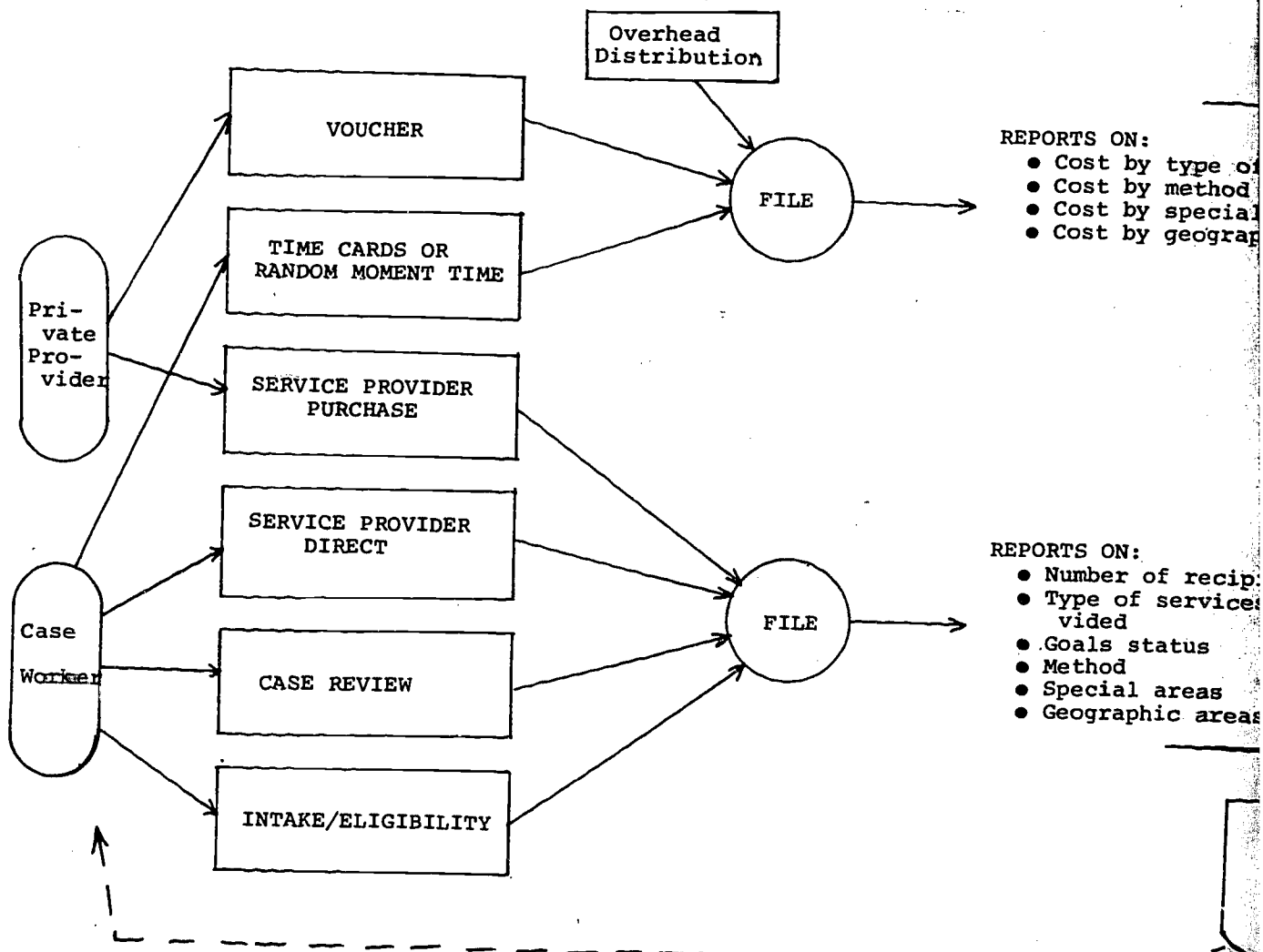
While this type of unit is useful for national and possibly state level purposes, it is not sufficiently detailed to be valuable to supervisory or case worker personnel in the service delivery organization. The units needed for their purposes must be more precise and they depend heavily on service definitions.

COST SYSTEM DEVELOPMENT

RECOMMENDATIONS

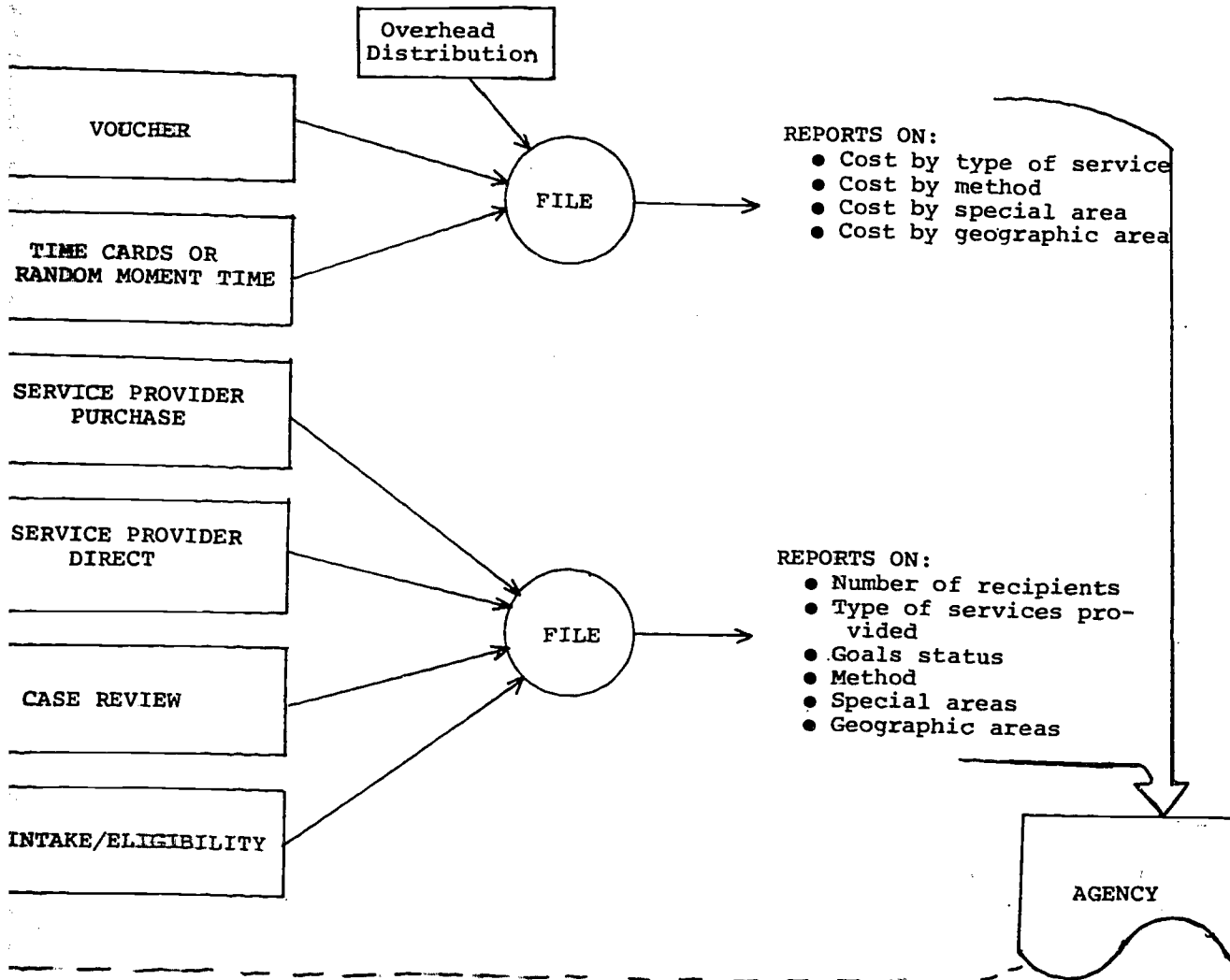
Costs should be identified as closely as possible with the specific service delivered. If an individual works on 3 services only, costs should be directed to those three, not to all other services.

EXHIBIT 48



TYPICAL COMPONENTS OF A STATE SOCIAL SERVICE INFORMATION SYSTEM

EXHIBIT 48



THE ELUSIVE UNIT OF SERVICE

TYPICAL COMPONENTS OF A STATE SOCIAL SERVICE INFORMATION SYSTEM

CONCLUSIONS AND RECOMMENDATIONS

Case management and counseling units of service should be tied to the particular service they are directed at.

The easiest way to collect worker time for determining direct costs is by sampling.

Although this paper is not intended to discuss the issues and intricacies of cost accounting, some discussion of how cost is derived is essential to understanding the subject matter.

For a service delivery organization, costs incurred are usually of three types—direct, indirect and overhead.

Direct Cost

Direct Cost is usually composed of case worker time, and is gathered either by a time card or by some method of sampling time spent by workers. A time card is filled out by the worker at the end of the period (an hour or a day) indicating what services he or she spent their time providing.

Worker time can also be sampled by various methods to produce the same result, i.e., what service has the worker been providing.

Indirect Costs

Indirect Costs are those items that cannot be directly tied to a specific service. For purposes of this discussion, such costs would include other labor costs, such as supervisory costs, secretarial costs, support services costs, i.e., accounting personnel, systems development, and other costs of the service delivery organization, such as rent, mileage, telephone, supplies, etc.

To arrive at the total cost of delivering a service these costs must be added to the direct cost. To arrive at the costs of a *specific* service these costs must be allocated on some basis to each service delivered, usually based on the percentage of the overall cost for each service. To arrive at a unit of service cost, the specific service cost, composed of direct costs and indirect costs, is divided by the number of units provided for that specific service.

Overhead Costs

If the service delivery organization is part of a larger organization as in many state departments of human resources, the related overhead costs of the larger organization would also have to be allocated to arrive at the cost of a particular service.

If the service delivery organization is not a direct part of the larger organization, as in the case of a state or county social service department purchasing service from a private/voluntary organization, the unit cost is usually negotiated at a certain rate before services are purchased, described in a contract document, and paid for according to the agreement after services have been delivered.

As actual unit costs often deviate for one reason or another from the negotiated unit costs, the contract often contains provisions to renegotiate the rate after sufficient data has been accumulated to precisely ascertain

THE ELUSIVE UNIT OF SERVICE

costs. If such provisions do not exist, the vendor organization must absorb the costs, often driving up their unit costs for services not covered by the contractual agreement.

For the organization purchasing service from another organization, the costs of administering the contract and monitoring and evaluating the performance of the contractor are either allocated to the unit costs as incurred by the service delivery organization, or distributed as an item of indirect costs to units.

UNIT-OF-SERVICE DEVELOPMENT

RECOMMENDATIONS

Derive the service definition from the units of service which are components of that particular service.

Start with defining the 'time' type units; add the other types later.

Human Service organizations do not even have to implement a unit-of-service recording and reporting system to make effective use of the unit concept. A review of each service to determine its actual measurable activities (input units), and the expected measurable results (output units) can help considerably in clarifying broad and confusing service definitions.

Precise service definitions make the task of collecting unit data easier and facilitate recording of worker time. Inevitably, the time a worker spends providing the service will have to be recorded before units can be identified and defined. Basing the unit-of-service system design on this fact from the beginning, and expanding the concept as the design gains acceptance, appears to be the procedure with the most chance of success. This holds true whether the recording of unit data is oriented towards the number of hours of service received by the client, or towards the number of hours provided by the worker.

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UWASIS CHART

GOAL I. ADEQUATE INCOME AND ECONOMIC OPPORTUNITY	GOAL II. OPTIMAL ENVIRONMENTAL CONDITIONS AND PROVISION OF BASIC MATERIAL NEEDS	GOAL III. OPTIMAL
<p>EMPLOYMENT SERVICES SYSTEM</p> <p>Manpower Development and Training Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Job Finding Pre-Job Guidance Job Training Job Placement and Referral <p>Special Employment Services for the Socially, Economically and Politically Disadvantaged</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Employment Assistance to the Socially and Economically Disadvantaged Bonding of Ex-Offenders Exemplary Rehabilitation Certification Assistance Certification for Employment of Non-Citizens <p>Special Employment Services for the Aging and the Physically and Mentally Handicapped</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Sheltered Remedial Employment Homebound Employment 	<p>FOOD AND NUTRITION SERVICES SYSTEM</p> <p>Governmental Food Subvention and Assistance Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Commodity Distribution Food Stamps Special Non-School Food Assistance for Children School Breakfasts National School Lunch Program Special Milk Program for Children <p>Voluntary Food Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> General Food Service Home Meals or Mobile Meals 	<p>HEALTH (PHYSICAL) CARE SERVICES SYSTEM</p> <p>Community Health Maintenance</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Prevention and Control of Communicable Diseases Public Health Nursing Environmental Sanitation Occupational Health Concerns Community Health Education Blood Bank Community Clinics Home Health Care Medical Supplies and Equipment
<p>INCOME MAINTENANCE SERVICES SYSTEM</p> <p>Social Insurance Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Health Insurance for the Aged—Hospital Insurance (Medicare) Health Insurance for the Aged—Supplementary Medical Insurance (Medicare) Unemployment Insurance Workmen's Compensation Social Insurance for Railroad Workers Special Benefits for Disabled Coal Miners ("Black Lung" Benefits) Disability Insurance Retirement Insurance Survivors Insurance <p>Financial Aid Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Aid to the Blind Aid to the Permanently and Totally Disabled 	<p>CLOTHING AND APPAREL SERVICES SYSTEM</p> <p>Subsidized or Free Apparel Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Collection and Pickup of Donated Apparel Apparel Distribution Centers 	<p>Medical Care Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Inpatient Medical Care Outpatient Medical Care Emergency Medical Care
	<p>HOUSING SERVICES SYSTEM</p> <p>Urban Renewal and Redevelopment Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Real Estate Acquisition, Renewal and Redevelopment Relocation and Allocation Under Renewal <p>Housing Subvention Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Low to Moderate Income Housing Loans Mortgage and Loan Insurance Rent Supplements Interest Subsidy Public Housing Housing Assistance for Special Groups <p>General Housing Search and Location Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> General Assistance for Housing Search Residence Service 	<p>MENTAL HEALTH MAIN SERVICES SYSTEM</p> <p>Psychiatric Treatment Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Inpatient Psychiatric Care Outpatient Psychiatric Care Emergency Psychiatric Care Residential Treatment of the Emotionally Disturbed Transitional Care <p>Mental Health Preservation and Services</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Alcoholism Prevention and Treatment Drug Abuse and Narcotics Abuse Prevention and Treatment
		<p>MENTAL RETARDATION SERVICES SYSTEM</p> <p>Services for the Habilitation of Mentally Retarded</p> <p><i>Programs</i></p> <ul style="list-style-type: none"> Special Day Care of the Mentally Retarded

GOAL I. ECONOMIC INCOME AND OPPORTUNITY

GOAL II. OPTIMAL ENVIRONMENTAL CONDITIONS AND PROVISION OF BASIC MATERIAL NEEDS

GOAL III. OPTIMAL HEALTH

GOALS SERVICES SYSTEM

Training Services

for the Socially, Disadvantaged

for Socially Disadvantaged

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of Non-Citizens

for the Aging and the Handicapped

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GOALS SERVICES SYSTEM

Hospital

Supplementary

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Workers Coal Miners

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FOOD AND NUTRITION SERVICES SYSTEM

Governmental Food Subvention and Assistance Services

- Programs*
 Commodity Distribution
 Food Stamps
 Special Non-School Food Assistance for Children
 School Breakfasts
 National School Lunch Program
 Special Milk Program for Children

Voluntary Food Services

- Programs*
 General Food Service
 Home Meals or Mobile Meals

CLOTHING AND APPAREL SERVICES SYSTEM

Subsidized or Free Apparel Services

- Programs*
 Collection and Pickup of Donated Apparel
 Apparel Distribution Centers

HOUSING SERVICES SYSTEM

Urban Renewal and Redevelopment Services

- Programs*
 Real Estate Acquisition, Renewal and Redevelopment
 Relocation and Allocation Under Renewal

Housing Subvention Services

- Programs*
 Low to Moderate Income Housing Loans
 Mortgage and Loan Insurance
 Rent Supplements
 Interest Subsidy
 Public Housing
 Housing Assistance for Special Groups

General Housing Search and Location Services

- Programs*
 General Assistance for Housing Search
 Residence Service

HEALTH (PHYSICAL) MAINTENANCE AND CARE SERVICES SYSTEM

Community Health Maintenance Services

- Programs*
 Prevention and Control of Communicable Diseases
 Public Health Nursing
 Environmental Sanitation
 Occupational Health Concerns
 Community Health Education
 Blood Bank
 Community Clinics
 Home Health Care
 Medical Supplies and Equipment Provision

Medical Care Services

- Programs*
 Inpatient Medical Care
 Outpatient Medical Care
 Emergency Medical Care

MENTAL HEALTH MAINTENANCE AND CARE SERVICES SYSTEM

Psychiatric Treatment Services

- Programs*
 Inpatient Psychiatric Care
 Outpatient Psychiatric Care
 Emergency Psychiatric Care
 Residential Treatment of the Emotionally Disturbed
 Transitional Care

Mental Health Preservation and Maintenance Services

- Programs*
 Alcoholism Prevention and Treatment
 Drug Abuse and Narcotics Addiction Prevention and Treatment

MENTAL RETARDATION SERVICES SYSTEM

Services for the Habilitation of the Mentally Retarded

- Programs*
 Special Day Care of the Mentally Retarded

Old Age Assistance
Emergency Welfare Assistance
General Assistance
Special Benefits for Persons Aged 72 and Over

CONSUMER PROTECTION AND SAFETY SERVICES SYSTEM

Consumer Education Services

Programs
Direct Advice and Guidance
Mass Consumer Education

Services for the Quality Control of Consumer Goods and Products

Programs
Calibration and Testing
Agricultural Product Grading
Meat, Poultry, and Egg Products Inspection and Supervision
Fishing Products Inspection and Certification

Protection Against Unfair Trade Practices Services

Programs
Commodity Exchange Regulation
Trade Practices Regulation

Consumer Safety Standards Services

Programs
Food Safety Standards
Drug Safety Standards
Product Safety Standards

Consumer Recourse Services

Programs
Consumer Complaints Processing and Investigation
Consumer Redress

TRANSPORTATION SERVICES SYSTEM

Earth, Water, and Air Transportation Development and Maintenance Services

Programs
Development and Maintenance of Earth Surface Transportation
Development and Maintenance of Water Surface Transportation
Development and Maintenance of Air Transportation
Special Transportation Needs of Selected Groups

Transportation (Traffic) Control and Safety Services

Programs
Earth Surface Traffic Control and Safety
Waterways Traffic Control and Safety
Air Traffic Control and Safety

PUBLIC PROTECTION, JUSTICE, AND SAFETY SERVICES SYSTEM

Administration of Justice Services

Programs
Law Enforcement
Dispensation of Justice and Resolution of Disputes
Legal Aid and Defense
Detention of Law Violators and Alleged Law Violators
Corrections

Crime and Delinquency Prevention Services

Programs
Crime Prevention
Delinquency Prevention

Fire Protection Services

Programs
Fire Prevention and Protection
Fire Control and Extinction

Public Disaster Services

Programs
Weather Warnings
Earthquake Hazards Reduction
Civil Defense and Emergency Preparedness
Disaster Relief

ENVIRONMENTAL PROTECTION AND ENRICHMENT SERVICES SYSTEM

Environmental Protection Services

Environmental Enrichment Services

Programs
Open Spaces and Urban Beautification
Historic Preservation

Residential Care Services for Retarded

Programs
Short-Term Residential Care for Retarded
Long-Term Custodial Care for Retarded

REHABILITATION SERVICES

Therapeutic Services for Retarded

Programs
Inpatient Rehabilitation
Outpatient Rehabilitation

Aged 72 and Over

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TRANSPORTATION SERVICES SYSTEM

Earth, Water, and Air Transportation Development and Maintenance Services

Programs

Development and Maintenance of Earth Surface Transportation
Development and Maintenance of Water Surface Transportation
Development and Maintenance of Air Transportation
Special Transportation Needs of Selected Groups

Transportation (Traffic) Control and Safety Services

Programs

Earth Surface Traffic Control and Safety
Waterways Traffic Control and Safety
Air Traffic Control and Safety

PUBLIC PROTECTION, JUSTICE, AND SAFETY SERVICES SYSTEM

Administration of Justice Services

Programs

Law Enforcement
Dispensation of Justice and Resolution of Disputes
Legal Aid and Defense
Detention of Law Violators and Alleged Law Violators
Corrections

Crime and Delinquency Prevention Services

Programs

Crime Prevention
Delinquency Prevention

Fire Protection Services

Programs

Fire Prevention and Protection
Fire Control and Extinction

Public Disaster Services

Programs

Weather Warnings
Earthquake Hazards Reduction
Civil Defense and Emergency Preparedness
Disaster Relief

ENVIRONMENTAL PROTECTION AND ENRICHMENT SERVICES SYSTEM

Environmental Protection Services

Environmental Enrichment Services

Programs

Open Spaces and Urban Beautification
Historic Preservation

Residential Care Services for the Mentally Retarded

Programs

Short-Term Residential Care of the Mentally Retarded
Long-Term Custodial Care of the Mentally Retarded

REHABILITATION SERVICES SYSTEM

Therapeutic Services for the Handicapped

Programs

Inpatient Rehabilitation
Outpatient Rehabilitation

Appendix A—Continued

GOAL IV. ADEQUATE KNOWLEDGE AND SKILLS

FORMAL EDUCATIONAL SERVICES SYSTEM

Preschool Services

Programs

Early School Admissions

Elementary and Secondary School Services

Programs

Kindergarten

Primary or Elementary School Education

Secondary or High School Education

Higher Educational Services

Programs

Community Colleges or Junior College Education

Undergraduate College Education

Universities, Professional Schools and

Technological Institutes Education

INFORMAL AND SUPPLEMENTARY EDUCATIONAL SERVICES SYSTEM

Informal Educational Services for Self-Instruction

Programs

Libraries

Occupationally or Professionally Oriented Groups or Specific Goal-Oriented Groups and Associations

GOAL V. OPTIMAL PERSONAL AND SOCIAL ADJUSTMENT AND DEVELOPMENT

INDIVIDUAL AND FAMILY LIFE SERVICES SYSTEM

Family Preservation and Strengthening Services

Programs

Counseling

Homemaker

Family Growth Control and Planning

Family Substitute Services

Programs

Adoption

Day Care

Foster Home Care

Group Home

Institutional Care

Crisis Intervention and Protective Services

Programs

Suicide Prevention and Protection Against

Physical Self-Harm

Protection from Neglect, Abuse and

Exploitation

Supportive Services to Individuals and Families

Programs

Retirement Preparation

Friendly Visiting

Assistance to Travelers, Newcomers, Migrants,

Immigrants and Mobile Families

Emergency Assistance

GOAL VI. ADEQUATE SOCIAL INSTRUMENTS

MOBILIZATION OF PEOPLE SYSTEM

Community Organization Services

Programs

Neighborhood Development

Community Planning and Development

Political Organizations Services

Programs

Political Parties

Elections and Election Campaigns

Volunteer Services

Programs

Volunteer Recruitment and Training

Volunteer Placement and Supervision

RESOURCE DEVELOPMENT SYSTEM

Human Service Programs Function

Programs

Governmental Fund Raising or

Programs Funding

Voluntary Fund Raising

Acquisition of Charitable Foundations

Acquisition of Governmental Grants

Contracts

Appendix A—Continued

TE KNOWLEDGE

GOAL V. OPTIMAL PERSONAL AND SOCIAL ADJUSTMENT AND DEVELOPMENT

GOAL VI. ADEQUATELY ORGANIZED SOCIAL INSTRUMENTALITIES

AL SERVICES SYSTEM

INDIVIDUAL AND FAMILY LIFE SERVICES SYSTEM

MOBILIZATION OF PEOPLE SERVICES SYSTEM

School Services

Family Preservation and Strengthening Services

Community Organization Services

- Programs*
- Counseling
- Homemaker
- Family Growth Control and Planning

- Programs*
- Neighborhood Development
- Community Planning and Development

of Education
Education

Family Substitute Services

Political Organizations Services

- Programs*
- Adoption
- Day Care
- Foster Home Care
- Group Home
- Institutional Care

- Programs*
- Political Parties
- Elections and Election Campaigns

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Education

Crisis Intervention and Protective Services

Volunteer Services

- Programs*
- Suicide Prevention and Protection Against Physical Self-Harm
- Protection from Neglect, Abuse and Exploitation

- Programs*
- Volunteer Recruitment and Training
- Volunteer Placement and Supervision

PLEMENTARY CES SYSTEM

RESOURCE DEVELOPMENT SERVICES SYSTEM

is for Self-

Supportive Services to Individuals and Families

Human Service Programs Funding Services

- Programs*
- Retirement Preparation
- Friendly Visiting
- Assistance to Travelers, Newcomers, Migrants, Immigrants and Mobile Families
- Emergency Assistance

- Programs*
- Governmental Fund Raising or Public Sector Programs Funding
- Voluntary Fund Raising
- Acquisition of Charitable Foundation Support
- Acquisition of Governmental Grants and Contracts

ally Oriented
Oriented Groups

Supplementary Educational Services

Programs

Adult Education

Special Educational Services for the Gifted and the Disadvantaged

Programs

Special Educational Opportunities for Gifted Children

Special Educational Opportunities for the Disadvantaged

SOCIAL ADJUSTMENT, SOCIAL DEVELOPMENT AND SOCIAL USEFULNESS SERVICES SYSTEM

Recreational Services

Programs

Participatory Recreation

Spectator or Non-Participatory Recreation

Social Group Services

Programs

Social Adjustment

Social Development

Troop Type

Intergroup Relations Services

Programs

Special or Single Interest Group Promotion

Multi-Interest Community Relations

CULTURAL AND SPIRITUAL ENRICHMENT AND DEVELOPMENT SERVICES SYSTEM

Arts and Humanities Development and Subvention Services

Programs

Community Facilitator for Arts and Humanities

Arts and Humanities Subsidization

Artistic and Cultural Opportunities Services

Programs

Personal Involvement in Active Participation in Artistic Pursuits

Arts Appreciation and Enjoyment

Religious or Spiritual Services

Programs

Group Worship

Independent Spiritual Pursuits

Economic Development Services

Programs

Promotion of Tourism, Business and Small Business Development

ADMINISTRATION AND CAPABILITY SERVICE

Administration Services

Programs

Personnel Recruitment and Budgeting, Allocation and Purchasing
Plant and Facilities Operation
Planning and Evaluation

Communication and Public Relations

Programs

Public Relations

Research Services

Programs

Demonstration or Pilot Project
Causal Research
Social Simulations
Social Forecasting

EQUAL OPPORTUNITY SERVICES

Equal Opportunity Promotion

Programs

Civil Rights Promotion (Legal)
Equal Employment Opportunity
Promotion of Fair Housing Practices

Equal Opportunity Resource

Programs

Equal Opportunity Mediation (Non-enforcement)
Equal Opportunity Resource Enforcement

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SOCIAL ADJUSTMENT, SOCIAL DEVELOPMENT AND SOCIAL USEFULNESS SERVICES SYSTEM

Recreational Services

Programs

Participatory Recreation
Spectator or Non-Participatory Recreation

Social Group Services

Programs

Social Adjustment
Social Development
Troop Type

Intergroup Relations Services

Programs

Special or Single Interest Group Promotion
Multi-Interest Community Relations

CULTURAL AND SPIRITUAL ENRICHMENT AND DEVELOPMENT SERVICES SYSTEM

Arts and Humanities Development and Subvention Services

Programs

Community Facilities for Arts and Humanities
Arts and Humanities Subsidization

Artistic and Cultural Opportunities Services

Programs

Personal Involvement and Active Participation
in Artistic Pursuits
Arts Appreciation and Enjoyment

Religious or Spiritual Services

Programs

Group Worship
Independent Spiritual Pursuits

Economic Development Services

Programs

Promotion of Tourism, Business and Industries
Small Business Development

ADMINISTRATION AND MANAGEMENT CAPABILITY SERVICES SYSTEM

Administration Services

Programs

Personnel Recruitment and Training
Budgeting, Allocation and Agency Relations
Purchasing
Plant and Facilities Operation and Maintenance
Planning and Evaluation

Communication and Public Information Services

Programs

Public Relations

Research Services

Programs

Demonstration or Pilot Projects
Causal Research
Social Simulations
Social Forecasting

EQUAL OPPORTUNITY SERVICES SYSTEM

Equal Opportunity Promotion Services

Programs

Civil Rights Promotion (Legally Mandated)
Equal Employment Opportunity Promotion
Promotion of Fair Housing Policies and
Practices

Equal Opportunity Recourse Services

Programs

Equal Opportunity Mediation of Disputes
(Non-enforcement)
Equal Opportunity Recourse Through Legal
Enforcement

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REPORT: L07932.51
 BUREAU: SJC SERVICES BUREAU
 DIVISION: FAMILY AND INDIVIDUAL SERVICES DIVISION
 COMPLEX: COMPLEX 2 FAMILY FUNCTIONING
 UNIT: FAMILY PLANNING UNIT

SAN JOAQUIN CO-DEPT OF PUBLIC ASSISTANCE
 ** SSIS SERVICE PROFILE REPORT **
 MONTH ENDING- FEBRUARY, 1976
 * DIRECT PROVISION *

RUN DATE
 PAGE

SERVICE	RECIPIENTS				DELIVERIES				SERVICE TIME (HRS)				RECAP PERCENT		
	TOTAL	PERCENT	CUR	FOR	TOTAL	PERCENT	CUR	FOR	CLIENT TIME	TRAVEL TIME	PERCENT	CUR	FOR	RECIP	DELIV
002-COMMUNITY RESOURCES															
*ADULT-	2	50.0	100		1	100	100		.25			100	100	1.15	.27
*CHILD-	0													.00	.00
004-TRANSPORTATION REQUESTS															
*ADULT-	1		100		1		100		.25				100	.57	.27
*CHILD-	0													.00	.00
006-FAMILY PLANNING RESOURCES															
*ADULT-	3	66.6	100		3	66.6	100			1.50	50.0		100	1.73	.83
*CHILD-	0													.00	.00
008-SHELTER RESOURCES															
*ADULT-	1	100	100		1	100	100		.08			100	100	.57	.27
*CHILD-	0													.00	.00
020-CONSULTATION															
*ADULT-	1		100		1		100		.58				100	.57	.27
*CHILD-	1		100		1		100		.25				100	.57	.27
021-INDIVIDUAL COUNSELING/THERAPY															
*ADULT-	1		100		1		100		.16				100	.57	.27
*CHILD-	0													.00	.00
025-INVESTIGATION/PETITIONS															
*ADULT-	1		100		2		100		3.00				100	.57	.55
*CHILD-	0													.00	.00
060-CONSULTATION															
*ADULT-	1	100	100		1	100	100		.50			100	100	.57	.27
*CHILD-	0													.00	.00
061-INDIVIDUAL COUNSELING/THERAPY															
*ADULT-	2	50.0	100		2	50.0	100		.75	1.00	85.7		100	1.15	.55
*CHILD-	1		100		1		100		.50				100	.57	.27
065-ARRANGEMENT/REVIEW															
*ADULT-	3	66.6	100		9	88.8	100		4.25	.75	80.0		100	1.73	2.51
*CHILD-	1		100		4		100		2.00	.50			100	.57	1.11
069-CASE MANAGEMENT/REVIEW															
*ADULT-	3	100	100		4	100	100		1.25			100	100	1.73	1.11
*CHILD-	0													.00	.00
070-CONSULTATION															
*ADULT-	1	100	100		3	100	100		.91			100	100	.57	.83
*CHILD-	0													.00	.00
071-INDIVIDUAL COUNSELING/THERAPY															
*ADULT-	9	55.5	88.8	11.1	26	69.2	96.1	3.8	15.00	2.00	58.8		97.0	5.20	7.27
*CHILD-	1		100	100	1		100	100	.75			100	100	.57	.27

S BUREAU
 D INDIVIDUAL SERVICES DIVISION
 FAMILY FUNCTIONING
 NG UNIT

SAN JOAQUIN CO-DEPT OF PUBLIC ASSISTANCE
 ** SSIS SERVICE PROFILE REPORT **
 MONTH ENDING- FEBRUARY, 1976
 * DIRECT PROVISION *

RUN DATE: 03/17/76

PAGE: 1 OF 13

RECIPIENTS		DELIVERIES				SERVICE TIME (HRS)				RECAP PERCENTAGES				
PERCENT	TOTAL	PERCENT	NEW	N-P	FOR	CLIENT	TRAVEL	PERCENT	NEW	N-P	FOR	OVERALL	TOTL	
NEW	N-P	CUR	FOR	NEW	N-P	CUR	FOR	NEW	N-P	CUR	FOR	RECIP	DELIV	TIME
RCES														0.09%
0.0	100		1	100	100	.25		100	100			1.15	.27	.09
												.00	.00	.00
REQUESTS														0.09%
	100		1		100	.25				100		.57	.27	.09
												.00	.00	.00
RESOURCES														0.55%
6.6	100		3	66.6	100		1.50	50.0		100		1.73	.83	.55
												.00	.00	.00
ES														0.03%
100	100		1	100	100	.08		100	100			.57	.27	.03
												.00	.00	.00
	100		1		100	.58				100		.57	.27	.21
	100		1		100	.25				100		.57	.27	.09
SELING/THERAPY														0.06%
	100		1		100	.16				100		.57	.27	.06
												.00	.00	.00
ETITIONS														1.11%
	100		2		100	3.00				100		.57	.55	1.11
												.00	.00	.00
	100		1	100	100	.50		100	100			.57	.27	.18
												.00	.00	.00
SELING/THERAPY														0.83%
0.0	100		2	50.0	100	.75	1.00	85.7		100		1.15	.55	.65
	100		1		100	.50				100		.57	.27	.18
IEW														2.79%
6.6	100		9	88.8	100	4.25	.75	80.0		100		1.73	2.51	1.86
	100		4		100	2.00	.50			100		.57	1.11	.93
/REVIEW														0.48%
100	100		4	100	100	1.25		100	100			1.73	1.11	.48
												.00	.00	.00
	100		3	100	100	.91		100	100			.57	.83	.24
												.00	.00	.00
SELING/THERAPY														6.61%
9.5	88.8	11.1	26	69.2	96.1	3.8	15.00	2.00	58.8	100	97.0	2.9	5.20	7.27
	100	100	1		100	100	.75			100	100	.57	.27	.27

MONTHLY, QUARTERLY & YEARLY REPORTS

SAN JOAQUIN COUNTY

Appendix B



REPORT: L07932.51
BUREAU: SJC SERVICES BUREAU

SAN JOAQUIN CO-DEPT OF PUBLIC ASSISTANCE
** SSIS SERVICE PROFILE REPORT **
QUARTER ENDING- DECEMBER, 1975
* DIRECT PROVISION *

RUN DATE
PA

SERVICE	RECIPIENT				DELIVERIES				CLIENT TIME	SERVICE TIME (HRS)				RECAP PRC				
	TOTAL	PERCENT	PERCENT	ELC	TOTAL	PERCENT	PERCENT	ELC		TRAVEL TIME	PERCENT	PERCENT	ELC	RECIP	OVERALL DELIV			
	NEW	N-P	CUR	ELC	NEW	N-P	CUR	ELC		NEW	N-P	CUR	ELC					
00X-INFO & REFERRAL SVCS																		
*ADULT-	492	54.8	1.8	95.5	3.4	1,140	52.0	1.7	95.7	563.13	111.93	40.9	1.2	95.3	3.4	9.36	3.63	
*CHILD-	11	27.2	18.1	100		18	16.6	11.1	100	9.58	2.75	8.1	6.0	100		.20	.05	
02X-PROTECT SVCS FOR CHILD																		
*ADULT-	334	35.0	7.4	87.4	6.2	1,994	31.1	6.2	81.5	5.8	1,231.80	267.49	30.5	6.8	81.7	6.7	6.35	6.36
*CHILD-	241	33.2	57.2	75.5	8.7	1,457	47.2	50.6	58.3	13.5	1,189.21	226.75	52.5	38.1	56.0	11.8	4.58	4.65
03X-PROTECT SVCS FOR ADULT																		
*ADULT-	342	32.1	1.8	83.6	11.9	2,071	30.1	1.5	80.8	10.4	1,262.48	147.16	31.2	1.6	79.4	12.3	6.50	6.61
*CHILD-	9	22.2	55.5	88.8	11.1	13	23.0	61.5	92.3	7.6	9.41	1.33	23.2	53.4	90.6	9.3	.17	.04
04X-CUT-OF-HOME SVCS - CHILD																		
*ADULT-	143	19.5	16.7	84.6	13.9	477	19.4	17.8	85.9	13.2	442.33	80.66	17.0	10.8	87.2	11.7	2.72	1.52
*CHILD-	344	14.2	30.8	85.4	11.9	2,070	12.4	25.1	80.5	14.7	1,481.73	331.83	13.1	23.6	82.6	13.8	6.54	6.60
05X-CUT-OF-HOME SVCS - ADULT																		
*ADULT-	409	30.3		93.1	6.3	1,440	36.5		90.7	8.4	822.67	176.01	37.9		92.1	6.6	7.78	4.59
*CHILD-	4	25.0		100		7	14.2		100		2.66	.66	35.0		100		.07	.02
06X-CHILD CARE SVCS																		
*ADULT-	223	33.4	1.3	91.0	.8	958	31.8	.7	92.7	2.9	471.38	64.66	31.1	.9	87.7	4.3	4.24	3.05
*CHILD-	19	26.3	15.7	78.9		112	33.0	18.7	88.3		90.76	59.75	38.5	13.9	86.3		.36	.35
07X-ILTH RLTD SVCS-ADULT/CHILD																		
*ADULT-	505	44.5	1.9	93.0	6.3	1,846	47.7	.6	88.7	9.7	1,292.10	260.50	49.1	.4	86.3	12.9	9.61	5.89
*CHILD-	28	17.8	82.1	92.8	3.5	105	33.3	84.7	92.3	1.9	92.91	14.16	16.3	75.7	95.4	.3	.53	.33
08X-FAM PLANNING SVCS																		
*ADULT-	349	69.6		85.1	14.8	912	66.1		84.9	15.0	704.86	153.33	65.3		86.0	13.9	6.64	2.91
*CHILD-	44	77.2	4.5	70.4	29.5	180	82.3	4.5	66.6	33.3	82.96	12.42	79.6	2.3	70.1	29.8	.83	.35
09X-HMKR SVCS - ADULTS																		
*ADULT-	24	25.0		83.3	4.1	58	27.5		84.4	10.3	27.33	9.83	20.8		76.9	6.9	.45	.18
*CHILD-	0					0											.00	.00
11X-CHDRE SVCS - ADULTS																		
*ADULT-	1,203	18.5		96.2	3.4	9,871	20.6		96.5	3.2	2,671.83	530.33	20.2		96.4	3.3	22.89	18.74
*CHILD-	2	100		100		2	100		100		1.50	.16	100		100		.03	.00
12X-EMPLMNT SVCS -AFDC																		
*ADULT-	559	80.8	.5	98.3	1.4	1,457	80.8	.2	98.1	1.7	558.30	18.00	80.4	.1	97.8	1.7	10.63	4.63
*CHILD-	11	63.6		100		25	84.0		100		11.41	.75	67.1		100		.20	.07
13X-SPEC CARE-CHILDREN-DOWN HOME																		
*ADULT-	934	24.3	2.6	98.0	1.6	4,656	23.1	2.8	98.6	1.1	2,819.36	509.27	23.2	3.2	98.1	1.5	17.77	14.86
*CHILD-	35	20.0	45.7	85.7	11.6	129	15.5	37.2	86.0	12.4	144.50	24.25	8.1	34.3	88.1	11.2	.66	.41
14X-EMPLMNT/TRAINING FOR BLIND																		
*ADULT-	4	30.0		90.0	25.0	12	58.3		33.3	33.3	7.16	1.00	55.1		35.7	21.4	.07	.03
*CHILD-	0					0											.00	.00

Human Services Monograph Series • No. 1, June 1976 109

SAN JOAQUIN CO-DEPT OF PUBLIC ASSISTANCE
 ** SSIS SERVICE PROFILE REPORT **
 QUARTER ENDING- DECEMBER, 1975
 * DIRECT PROVISION *

RUN DATE: 02/27/76

PAGE: 1 OF 5

DELIVERIES		CLIENT				SERVICE TIME (HRS)				RECAP PERCENTAGES						
SENT	TOTAL	PERCENT	NEW	N-P	CLIENT	TRAVEL	PERCENT	NEW	N-P	CUR	ELC	RECIP	DELIV	TOTL		
CUR	ELC				TIME	TIME							TIME	TIME		
95.5	3.4	17140	52.0	7	95.7	2.8	563.13	111.93	40.9	1.2	95.3	2.4	9.36	3.62	3.01	3.07%
100		18	16.6	11.1	100		9.58	2.75	8.1	6.0	100		.20	.05	.05	
87.4	6.2	19994	31.1	6.2	81.5	5.8	1231.80	267.49	30.5	6.8	81.7	6.7	6.35	6.36	6.69	13.02%
75.5	8.7	1457	47.2	50.6	58.3	13.5	1189.21	226.75	52.5	38.1	56.0	11.8	4.58	4.65	6.32	
83.6	11.9	2071	30.1	5	80.8	10.4	1262.48	147.16	31.2	6	79.4	12.3	6.50	6.61	6.29	6.34%
88.8	11.1	13	23.0	61.5	92.3	7.6	9.41	1.33	23.2	53.4	90.6	9.3	.17	.04	.04	
84.6	13.9	477	19.4	17.8	85.9	13.2	442.33	80.66	17.0	10.8	87.2	11.7	2.72	1.52	2.33	10.43%
83.4	11.9	2070	12.4	25.1	80.5	16.7	1481.73	331.83	13.1	23.6	82.6	13.8	6.54	6.60	8.10	
93.1	6.3	1440	36.3		90.7	8.4	822.67	176.01	37.9		92.1	6.6	7.78	4.59	4.46	4.47%
100		7	14.2		100		2.66	.66	35.0		100		.07	.02	.01	
91.0	8	958	31.8	7	92.7	2.9	471.38	64.66	31.1	9	87.7	4.3	4.24	3.05	2.39	3.06%
78.9		112	33.0	18.7	88.3		90.76	59.75	38.5	13.9	86.3		.36	.35	.67	
93.0	6.3	1000	47.7	6	88.7	9.7	1292.10	260.50	49.1	4	86.3	12.9	9.61	5.89	6.93	7.41%
92.8	3.3	100	83.3	84.7	92.3	1.9	92.91	14.16	16.3	75.7	95.4	.3	.53	.33	.47	
85.1	14.8	912	66.1		84.9	15.0	704.80	153.33	65.3		86.0	13.9	6.64	2.91	3.83	4.25%
70.4	29.5	110	81.3	4.5	66.6	33.3	82.90	12.42	79.6	2.3	70.1	29.8	.83	.35	.42	
83.3	4.1	58	27.3		84.4	10.3	27.33	9.83	20.8		76.9	6.9	.45	.18	.14	0.16%
								.00					.00	.00	.00	
96.2	3.4	5871	20.6		96.5	3.2	2671.83	530.33	20.2		96.4	3.3	22.89	18.74	14.30	14.31%
100		2	100		100		1.50	.16	100		100		.03	.00	.00	
98.3	1.4	1457	80.8	2	98.1	1.7	558.30	18.00	80.4	.1	97.8	1.7	10.63	4.65	2.57	2.62%
100		25	84.0		100		11.41	.75	67.1		100		.20	.07	.05	
98.0	1.4	4656	23.1	2.8	98.6	1.1	2819.36	509.27	23.2	3.2	98.1	1.5	17.77	14.86	14.86	15.62%
83.7	11.4	129	15.3	37.2	86.0	12.4	144.50	24.25	8.1	34.3	88.1	11.2	.66	.41	.75	
90.0	25.0	12	58.2		33.3	33.3	7.16	1.00	55.1		35.7	21.4	.07	.03	.03	0.03%
								.00					.00	.00	.00	

APPENDIX B



REPORT - L07940.5D
 BUREAU: SJC SERVICES BUREAU
 DIVISION: FAMILY AND INDIVIDUAL SERVICES DIVISION
 COMPLEX: COMPLEX 2 FAMILY FUNCTIONING
 UNIT: FAMILY PLANNING UNIT

SAN JOAQUIN CO-DEPT OF PUBLIC ASSISTANCE
 ** SSIS BARRIER/GOAL REPORT **
 * DIRECT PROVISION *
 FEBRUARY, 1976

RUN DATE
 BURU-OVSJ
 PAGE: 54- 54

BARRIER: 2E-PROBLEM OF UNWANTED PREGNANCY		** TOTAL CLIENTS SERVED - 149 **		** TOTAL DELIVERIES - 242 **		PRIMARY ADULTS - 102		CHILDREN -	
		** SERVICE TIME: CLIENT - 166.8 HRS		TRAVEL - 40.2 HRS		** NON-PRIMARY ADULTS - 0		CHILDREN -	
GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6	GOAL 7	GOAL 8	GOAL 9	GOAL 10
BARRIER	SELF-SUPPORT	SELF-SUPPORT	SELF-SUFF	SELF-SUFF	SELF-SUFF	SELF-SUFF	SELF-SUFF	SELF-SUFF	SELF-SUFF
STATUS	NO INCOME MAINT	REDUCED INC MNT	CARE	COMM-BASED CARE	INSTITUTE CARE	PROTECTION			
NEW	CHG	NEW	CHG	NEW	CHG	NEW	CHG	NEW	CHG
1-REMOVABLE	1			70	22+				
*DELIVERIES-	2			159					
*TOTAL TIME-	1.5 HRS			144.4 HRS					
A-REMOVED..	1	1+		47	47+				
*DELIVERIES-	1		1	67					
*TOTAL TIME-	.2 HRS		.5 HRS	53.4 HRS					
B-CLOSED...				7	7+				
*DELIVERIES-				7					
*TOTAL TIME-				4.3 HRS					
C-UNMET....	1	1+		4	4+				
*DELIVERIES-	1			4					
*TOTAL TIME-	2.0 HRS			.6 HRS					
2-NON-RMVABLE									
*DELIVERIES-									
*TOTAL TIME-									
A-REMOVED..									
*DELIVERIES-									
*TOTAL TIME-									
B-CLOSED...									
*DELIVERIES-									
*TOTAL TIME-									
C-UNMET....									
*DELIVERIES-									
*TOTAL TIME-									
TOTAL BY GOAL	3	2+		128	80+				
*DELIVERIES-	4		1	237					
*TOTAL TIME-	3.7 HRS		.5 HRS	202.8 HRS					
*GOAL STATUS**	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6	GOAL 7	GOAL 8	GOAL 9
1-TERMINATED NOT ACHVD.									
2-ACHIEVED - SVC CONTINUED									
3-ACHIEVED - SVC DISCONTD.			2						



SAN JOAQUIN CO-DEPT OF PUBLIC ASSISTANCE
 ** SSIS BARRIER/GOAL REPORT **
 * DIRECT PROVISION *
 FEBRUARY, 1976

RUN DATE: 03/13/76
 BURU-OVSN-COMP-UNIT
 PAGE: 54- 54- 25- 5

S BUREAU
 ID INDIVIDUAL SERVICES DIVISION
 FAMILY FUNCTIONING
 NG UNIT

BLEM OF UNWANTED PREGNANCY
 CL CLIENTS SERVED - 149 ** TOTAL DELIVERIES - 242 ** PRIMARY ADULTS - 102 CHILDREN - 47 *
 ICE TIME: CLIENT - 166.8 HRS TRAVEL - 40.2 HRS ** NON-PRIMARY ADULTS - 0 CHILDREN - 0 *

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6	OVERALL
**SELF-SUPPORT	**SELF-SUPPORT	**SELF-SUFF	**SELF-SUFF	**SELF-SUFF	**SELF-SUFF	** BARRIER
INCOME MAINT	REDUCED INC MNT	NO CARE	COMM-BASED CARE	INSTITUTE CARE	PROTECTION	
CHG	NEW	CHG	NEW	CHG	NEW	CHG
1		70	22+			71
2		159				161
1.5 HRS		144.4 HRS				145.9 HRS
**	**	**	**	**	**	**
1	1+	47	47+			49
1	1	67				69
.2 HRS	.3 HRS	53.4 HRS				54.1 HRS
**	**	**	**	**	**	**
		7	7+			7
		7				7
		4.3 HRS				4.3 HRS
**	**	**	**	**	**	**
1	1+	4	4+			5
1		4				5
2.0 HRS		.6 HRS				2.6 HRS
**	**	**	**	**	**	**
**	**	**	**	**	**	**
**	**	**	**	**	**	**
**	**	**	**	**	**	**
3	2+	128	80+			132
4	1	237				242
3.7 HRS	.5 HRS	202.8 HRS				207.0 HRS
**	**	**	**	**	**	**
GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6	OVERALL
**	**	**	**	**	**	GOAL
**	**	**	**	**	**	TOTALS:
**	**	**	**	**	**	**
**	**	**	**	**	**	**
**	**	2	**	**	**	2
**	**	**	**	**	**	**

THE ELUSIVE UNIT OF SERVICE



SAN JOAQUIN COUNTY DEPT OF PUBLIC ASSISTANCE

RUN DATE

REPORT: L07920,30

** SSIS PLAN RECAP REPORT **

QUARTER ENDING- DECEMBER, 1975

**** COMPLEX 1 ADULT IN A ND OUT-OF-HOME CARE ****

**** COMPLEX 2 FAMILY FUN CTIONING ****

**** COMPLEX 3 RRAL, AND ****

VI. BARRIER PROFILE (TOTAL BARRIERS = OPEN PLANS)	TOTAL 2,575		TOTAL 1,939		TOTAL 1,549
	ACTIVE	INACTIVE	ACTIVE	INACTIVE	
A. BARRIER STATUS (PERCENTAGES OF TOTAL)					
• REMOVABLE BARRIERS *	51.14%	10.67%	84.21%	14.07%	90.69%
1 - OPEN	42.25%	6.95%	59.87%	6.85%	43.10%
2 - REMOVED	5.78%	3.37%	15.83%	5.41%	14.67%
3 - CLOSED	2.99%	.31%	7.06%	1.49%	31.10%
4 - CLOSED (UNMET)	.11%	.03%	1.44%	.30%	1.79%
• NON-REMOVABLE BARRIERS *	33.98%	4.19%	1.44%	.25%	.73%
5 - OPEN	27.96%	3.96%	1.18%	.20%	.37%
6 - REMOVED	.19%	.00%	.00%	.00%	.00%
7 - CLOSED	5.16%	.11%	.20%	.05%	.16%
8 - CLOSED (UNMET)	.66%	.11%	.05%	.00%	.00%
B. AVERAGE UNIQUE BARRIERS PER CLIENT	1.07	.19	1.64	.27	1.67
C. AVERAGE TOTAL BARRIERS PER CLIENT	.79	.48	1.89	.03	1.83
D. AVERAGE BARRIERS PER PLAN	.77	.48	1.88	.03	1.79

VII. SERVICE PROFILE BY METHOD OF DELIVERY-ACTIVE PLANS*					
	TOTAL	AVERAGE	TOTAL	AVERAGE	TOTAL
• OVERALL TOTAL SERVICES/AVERAGE SERVICES PER PLAN *	2,877	1.66	1,795	2.02	1,549
A. DIRECT PROVISION	0	.00	0	.00	0
B. PURCHASE PUBLIC	0	.00	0	.00	0
C. PURCHASE PRIVATE	0	.00	0	.00	0
D. VOLUNTEER	0	.00	0	.00	0
	TOTAL	UNIQUE	TOTAL	UNIQUE	TOTAL
• AVERAGE (TOTAL/UNIQUE) SERVICES PER CLIENT *	1.69	1.67	2.03	2.02	2.40
E. DIRECT PROVISION	.00	.00	.00	.00	.00
F. PURCHASE PUBLIC	.00	.00	.00	.00	.00
G. PURCHASE PRIVATE	.00	.00	.00	.00	.00
H. VOLUNTEER	.00	.00	.00	.00	.00

VIII. DELIVERY INFORMATION FOR THIS PERIOD--DIRECT--					
	PRIME	NON-PRI	PRIME	NON-PRI	PRIME
A. NUMBER OF DELIVERIES (PRIME/NON-PRIME)	9,625	1	4,712	171	2,896
B. DELIVERY TIME - HOURS (PRIME/NON-PRIME)	5,997	0	4,522	184	1,451
C. AVERAGE DELIVERY TIME - HOURS (PRIME/NON-PRIME)	.62	.50	.95	1.07	.50

Human Services Monograph Series • No. 1, June 1976 111



SAN JOAQUIN CO-DEPT OF PUBLIC ASSISTANCE

RUN DATE: 02/27/76

** SSIS PLAN RECAP REPORT **

PAGE: 14 2V

QUARTER ENDING- DECEMBER, 1975

***** COMPLEX *****
COMPLEX 1 ADULT IN A
AND OUT-OF-HOME CARE

***** COMPLEX *****
COMPLEX 2 FAMILY FUN
CTIONING

***** COMPLEX *****
COMPLEX 3 INFO, REFE
RRAL, AND SPEC. SERV

FILE (TOTAL BARRIERS + OPEN PLANS)	TOTAL 2,575		TOTAL 1,939		TOTAL 1,225	
	ACTIVE	INACTIVE	ACTIVE	INACTIVE	ACTIVE	INACTIVE
BARRIERS *	51.14% 42.27% 5.78% 2.99% .11%	% 10.67% 6.95% 3.37% .31% .03%	84.21% 59.87% 15.83% 7.00% 1.44%	% 14.07% 6.85% 5.41% 1.49% .30%	90.69% 43.10% 14.69% 31.10% 1.79%	% 8.57% .73% 3.26% 4.48% .08%
PHYSICIAN BARRIERS *	33.98% 27.96% .19% 5.16% .66%	% 4.19% 3.96% .00% .11% .11%	1.44% 1.18% .00% .20% .05%	% .25% .20% .00% .05% .00%	.73% .57% .00% .16% .00%	% .00% .00% .00% .00%
QUE BARRIERS PER CLIENT	1.07	# .19	1.64	# .27	1.67	# .15
AL BARRIERS PER CLIENT	1.79	# .48	1.89	# .03	1.83	# .01
RIERS PER PLAN	.77	# .48	1.88	# .03	1.79	# .01

FILE BY METHOD OF DELIVERY-ACTIVE PLANS

SERVICES/AVERAGE SERVICES PER PLAN *	TOTAL		TOTAL		TOTAL	
	2,677	AVERAGE	1,795	AVERAGE	1,349	AVERAGE
ISION	0	# 1.66	0	# 2.02	0	# 2.35
BLIC	0	# .00	0	# .00	0	# .00
IVATE	0	# .00	0	# .00	0	# .00

L/UNIQUE) SERVICES PER CLIENT *	TOTAL		TOTAL		TOTAL	
	1,69	UNIQUE	2,03	UNIQUE	2,40	UNIQUE
ISION	.00	# 1.67	.00	# 2.02	.00	# 2.38
BLIC	.00	# .00	.00	# .00	.00	# .00
IVATE	.00	# .00	.00	# .00	.00	# .00

INFORMATION FOR THIS PERIOD--DIRECT--

	PRIME	NON-PRI	PRIME	NON-PRI	PRIME	NON-PRI
DELIVERIES (PRIME/NON-PRIME)	9,625	1	4,712	171	2,896	13
ME - HOURS (PRIME/NON-PRIME)	5,997	0	4,522	184	1,451	4
IVERY TIME - HOURS (PRIME/NON-PRIME)	.62	.50	.95	1.07	.50	.32

APPENDIX B



APPENDIX C

UTAH SERVICE INVENTORY—TITLE XX DIRECT SERVICES

SERVICE: ADOPTION

Social Service activities provided by the public social service agency or by an approved private agency under the approved plan for the purpose of adoption of a child who is legally free or expected to be legally free for adoption.

Code		Range Units
ACA	Adoptive home studies, independent studies; court related activities and reporting.	10-12
ACS	Obtaining natural parent relinquishment; placement and supervision of child; guidance to adopting parents; interim court reports; post-adoption consultation.	8-12
*SAP	Subsidized adoptive payment.	

SERVICE: COUNSELING—DRUG AND ALCOHOL

Activities which help an individual or family to arrest alcoholism, reduce drug dependency, deal with related problems, strengthen family relations and improve individual and family functioning through counseling techniques and the provision of specific services including provision of care and provision of room and board for a period of not more than six consecutive months as an integral but subordinate part of the service.

Code		Range Units
ADC	Alcohol and drug related counseling.	14-16
*Contract		

ITION

ocial Service activities provided by the public social service agency or by approved private agency under the approved plan for the purpose of option of a child who is legally free or expected to be legally free for option.

loptive home studies; independent studies; court related activities and reporting.

staining natural parent relinquishment; placement and supervision of child; guidance to adopting parents; interim court reports; post-adoption consultation.

ubsidized adoptive payment.

**Range of
Units**

Source

10-12

A

8-12

A

P

SELING—DRUG AND ALCOHOL

ctivities which help an individual or family to arrest alcoholism, reduce drug dependency, deal with related problems, strengthen family relations and improve individual and family functioning through counseling techniques and the provision of specific services including provision of care and provision of room and board for a period of not more than six consecutive months as an integral but subordinate part of the service.

**Range of
Units**

Source

cohol and drug related counseling.

14-10

A

P

APPENDIX C

SERVICE: COUNSELING

Activities which help individuals or families to meet crisis situations and to learn better communication skills, to improve family relationships or to resolve personal problems through either individual or group counseling.

Code

- CIA Individual adjustment counseling.
- CSE Social Study Evaluation.
- CPE Psychological testing/evaluation.
- CXE Psychiatric evaluation.
- FCC Parenting counseling; services to children in their own homes.
- FFC Family relations counseling.

**Range
Units**

- 14-26
- 2-10
- 2-10
- 2-10
- 14-20
- 14-20

SERVICE: DAY CARE—ADULT

Placement of an adult in day care less than 24 hours per day, including pre-placement counseling, determination of appropriate placement; placement supervision and evaluation of placement including provisions of care by a licensed provider; transportation and food less than three meals per day that does not supplant basic nutritional needs.

Code

- DCA Placement and supervision; consultation to provider and natural family.
- *DAP Adult group care payment.
- *DHP Adult family care payment.

**Range
Units**

- 6-18

ELING

ivities which help individuals or families to meet crisis situations and to n better communication skills, to improve family relationships or to olve personal problems through either individual or group counseling.

	Range of Units	Source
vidual adjustment counseling.	14-26	A, P
ial Study Evaluation.	2-10	A, P
chological testing/evaluation.	2-10	A, P
chiatric evaluation.	2-10	A, P
enting counseling; services to children in their own homes.	14-20	A, P
ily relations counseling.	14-20	A

CARE—ADULT

acement of an adult in day care less than 24 hours per day, including placement counseling, determination of appropriate placement; placement supervision and evaluation of placement including provisions of e by a licensed provider; transportation and food less than three meals day that does not supplant basic nutritional needs.

	Range of Units	Source
acement and supervision; consultation to provider and natural family.	6-18	A
ilt group care payment.		P
ilt family care payment.		P

SERVICE: DAY CARE—CHILDREN

Arrangements for placement of a child in regular or specialized developmental day care in the licensed facility for less than 24-hours per day including pre-placement, preparation and planning and supervision to assure the service is meeting the child's needs, including provision of care by a licensed provider; transportation and food, less than three meals per day, that does not supplant basic nutritional needs.

Code

- DCC Placement and supervision consultation to provider and natural family.
- *DFP Family care payment.
- *DGP Group care payment.
- *DSP Specialized care payment.
- *DTP Day care transportation.

**Range
Units**
6-18

SERVICE: DEVELOPMENTALLY DISABLED—SHELTERED EMPLOYMENT

Services which prepare for and supervise the developmentally disabled and physically handicapped client for vocational skills and work programs in sheltered workshops and other community locations and pay for the provision of services.

Code

- MCS Activities which connect, supervise and follow-up consumer and family when services are being purchased by contacts or from another source.
- *SEM Sheltered workshop activities.

**Range
Units**
10-16

ARE—CHILDREN

arrangements for placement of a child in regular or specialized developmental day care in the licensed facility for less than 24-hours per day including pre-placement, preparation and planning and supervision to ensure the service is meeting the child's needs, including provision of care by a licensed provider; transportation and food, less than three meals per day, that does not supplant basic nutritional needs.

	Range of Units	Source
placement and supervision consultation to provider and natural family.	6-18	A, P
family care payment.		P
group care payment.		P
specialized care payment.		P
day care transportation.		P

DEVELOPMENTALLY DISABLED—SHELTERED EMPLOYMENT

services which prepare for and supervise the developmentally disabled and physically handicapped client for vocational skills and work programs in sheltered workshops and other community locations and pay for the provision of services.

	Range of Units	Source
activities which connect, supervise and follow-up consumer and family services are being purchased by contacts or from another source.	10-16	A
sheltered workshop activities.		P

APPENDIX C

SERVICE: DEVELOPMENTALLY DISABLED—FAMILY GUIDANCE

Conferring with parents/care taker/relatives of the developmentally disabled individual to assist them to understand the nature and the extent of the disability, to understand the problem of the disability and to consider and accept appropriate and available alternatives for care, training and/or treatment of the disabled individual.

Code

MRG

Counseling and guidance activities.

**Range
Units**
12-16

SERVICE: DEVELOPMENTALLY DISABLED—EVALUATION

Services which provide guidance and supervision for the developmentally disabled and handicapped to meet abilities and needs and develop programs to meet their needs and pay for the provision of services.

Code

MRE

Testing and evaluation.

**Range
Units**
5-8

SERVICE: DEVELOPMENTALLY DISABLED SELF CARE AND INDEPENDENT LIVING TRAINING

Services which assist, support and guide the developmentally disabled to acquire basic self-care and developmental skills and to prepare for and maintain themselves in a living arrangement with moderate to minimal supervision which will increase independence and normalization, including payment for the provision of services.

DEVELOPMENTALLY DISABLED—FAMILY GUIDANCE

Working with parents/care taker/relatives of the developmentally disabled individual to assist them to understand the nature and the extent of the disability, to understand the problem of the disability and to consider and accept appropriate and available alternatives for care, training and/or management of the disabled individual.

Counseling and guidance activities.

Range of Units

12-16

Source

A

DEVELOPMENTALLY DISABLED—EVALUATION

Services which provide guidance and supervision for the developmentally disabled and handicapped to meet abilities and needs and develop programs to meet their needs and pay for the provision of services.

Planning and evaluation.

Range of Units

5-8

Source

A

P

DEVELOPMENTALLY DISABLED SELF CARE AND INDEPENDENT LIVING TRAINING

Services which assist, support and guide the developmentally disabled to acquire basic self-care and developmental skills and to prepare for and maintain themselves in a living arrangement with moderate to minimal supervision which will increase independence and normalization, including payment for the provision of services.

Code		Range of Units
MSC	Activities which connect, supervise and follow-up the MR consumer and family when services are being purchased by contract.	10-16
*SPC	Activities which assist the MR person to achieve self-care.	
SIS	Activities which support and guide the MR consumer in an independent living situation.	16-20

SERVICE: EDUCATION GUIDANCE

Activities which help enable the individual to begin or to continue an educational program below college level, explore educational alternatives and evaluate these alternatives, decide on educational goals, work toward these goals by coordinating with training programs and arranging for admission including appropriate tutoring, fees and tuition not paid by State educational institutions.

Code		Range of Units
EDG	Educational guidance.	8-12

SERVICE: EMPLOYMENT GUIDANCE TRAINING

Activities designed to help an individual decide vocational goals, enter the appropriate training courses, develop job skills and work behavior and attitudes needed to obtain and/ or retain employment.

Code		Range of Units
EMG	Counseling and guidance, WIN non-WIN.	6-10



ivities which connect, supervise and follow-up the MR consumer and
 ily when services are being purchased by contract.

**Range of
 Units**

10-16

Source

A

ivities which assist the MR person to achieve self-care.

P

ivities which support and guide the MR consumer in an independent
 g situation.

16-20

A

ION GUIDANCE

ivities which help enable the individual to begin or to continue an
 cational program below college level, explore educational alternatives
 evaluate these alternatives, decide on educational goals, work toward
 e goals by coordinating with training programs and arranging for
 mission including appropriate tutoring, fees and tuition not paid by
 e educational instiutions.

**Range of
 Units**

8-12

Source

A

cational guidance.

MENT GUIDANCE TRAINING

ivities designed to help an individual decide vocational goals, enter the
 ropriate training courses, develop job skills and work behavior and
 udes needed to obtain and/ or retain employment.

**Range of
 Units**

6-10

Source

A

nseling and guidance, WIN non-WIN.

APPENDIX C

SERVICE: FAMILY PLANNING

Social, educational, medical services to enable appropriate individuals including minors to limit voluntarily their family size, and to space their children, including services to assist in prevention of birth-out-of-wedlock and services to unmarried parents.

Code

FPC Counseling, referrals and follow-up.

*Contract

**Range
Units**
8-14

SERVICE: HEALTH SERVICES GUIDANCE AND MEDIATION

Activities which assist individuals and families to identify, assess, and receive needed health services; prevention and treatment. Also mediation activities which include services as the consumer's advocate and maintaining good working relationships with providers.

Code

HRG Health guidance activities.

*Contract

**Range
Units**
8-12

SERVICE: HOME MANAGEMENT—CONSUMER EDUCATION EXPERIENCE

Formal and informal instruction and training in management of household budgets, maintenance and care in the home, preparation of food, nutrition and consumer education, basic hygiene and health maintenance, coping with family life and group social settings, adjusting to age and/or disabling including payment for classes, groups, summer camps, etc.

PLANNING

al, educational, medical services to enable appropriate individuals
 iding minors to limit voluntarily their family size, and to space their
 ren, including services to assist in prevention of birth-out-of-wedlock
 services to unmarried parents.

seling, referrals and follow-up.

**Range of
Units**

8-14

Source

A
P

SERVICES GUIDANCE AND MEDIATION

rities which assist individuals and families to identify, assess, and
 ive needed health services; prevention and treatment. Also mediation
 ities which include services as the consumer's advocate and
 taining good working relationships with providers.

th guidance activities.

**Range of
Units**

8-12

Source

A
P

MANAGEMENT—CONSUMER EDUCATION EXPERIENCE

ial and informal instruction and training in management of household
 ets, maintenance and care in the home, preparation of food, nutrition
 consumer education, basic hygiene and health maintenance, coping
 family life and group social settings, adjusting to age and/or
 oiliting including payment for classes, groups, summer camps, etc.

Range of
Units

Code

HCS

Activities which connect, supervise and follow-up the consumer in utilizing homemanagement resources outside the agency or purchased by contract.

6-16

HHE

Activities which assist the consumer to manage household resources.

10-14

HFC

Activities which assist the consumer to manage financial resources.

10-14

*HEP

Consumer education and experience payments.

SERVICE: HOME MANAGEMENT—HOMEMAKER AND CHORE SERVICES

Chore services: The performance of household tasks, essential shopping, simple household repairs and other light work necessary to enable individuals to remain in their own homes when unable to perform such tasks themselves.

Homemaker services: Services to individuals, families in their own homes by trained homemaker to keep families together and keep individuals in their own homes by provision of services and training to the client.

Range of
Units

Code

*HHM

Regular homemaker payment.

*HHP

Short-term homemaker payment.

*HLP

Long-term homemaker payment.

*CSP

Chore service payment.

s which connect, supervise and follow-up the consumer in utilizing management resources outside the agency or purchased by contract.

**Range of
Units**

6-16

Source

A

s which assist the consumer to manage household resources.

10-14

A

s which assist the consumer to manage financial resources.

10-14

A

er education and experience payments.

MANAGEMENT—HOMEMAKER AND CHORE SERVICES

services: The performance of household tasks, essential shopping, household repairs and other light work necessary to enable clients to remain in their own homes when unable to perform such tasks themselves.

homemaker services: Services to individuals, families in their own homes by a homemaker to keep families together and keep individuals in their homes by provision of services and training to the client.

**Range of
Units**

Source

homemaker payment.

P

term homemaker payment.

P

term homemaker payment.

P

service payment.

P

APPENDIX C

SERVICE: HOUSING—FINDING AND LANDLORD MEDIATION

Services which assist consumer to obtain or retain housing by credit arrangements, identifying code and zoning violations and regulations, assist consumer to locate housing and mediate tenant landlord relations.

Code

HIF Activities which assist consumer to locate and retain suitable housing.

**Range of
Units**

4-10

SERVICE: LEGAL SERVICES

Legal counseling and assistance including payments to private attorneys, payment of court costs such as guardianship and guardian-ad-litem proceedings, and purchase of legal services from private agencies.

Code

CRX Activities which connect and supervise consumers receiving legal services.

*ALP Court and legal cost payment for MR adult.

*CLP Child guardian-ad-litem payment (February 1976).

**Range of
Units**

6-14

SERVICE: PROTECTIVE SERVICES—ADULT

Services that will protect adults from abuse, neglect or exploitation to insure that no further harm will come to the adult. Includes investigation of complaints, home evaluation, referral for services, removal of the adult if needed, ongoing supervision, including activities to insure that the adults legal rights are protected.

FINDING AND LANDLORD MEDIATION

which assist consumer to obtain or retain housing by credit reports, identifying code and zoning violations and regulations, assist in to locate housing and mediate tenant landlord relations.

Range of Units

Source

4-10

A

which assist consumer to locate and retain suitable housing.

SERVICES

unselling and assistance including payments to private attorneys, of court costs such as guardianship and guardian-ad-litem filings, and purchase of legal services from private agencies.

Range of Units

Source

6-14

A

which connect and supervise consumers receiving legal services.

and legal cost payment for MR adult.

P

guardian-ad-litem payment (February 1976).

P

LEGAL SERVICES—ADULT

that will protect adults from abuse, neglect or exploitation to insure further harm will come to the adult. Includes investigation of reports, home evaluation, referral for services, removal of the adult if ongoing supervision, including activities to insure that the adults reports are protected.

Range of Units

Code

PIA Intervention, evaluation, referral, guidance and ongoing supervision of client.
*Contract (February 1976)

8-14

SERVICE: PROTECTIVE SERVICES—PROTECTIVE FINANCIAL ARRANGEMENTS

Services to protect financial interest of the individuals who because of mental or physical disfunctions are unable to manage their own resources including assessments to the agency for protective payees.

Range of Units

Code

PFA

4-12

SERVICE: PROTECTIVE SERVICES—CHILD INTERVENTION

Services that are necessary to protect a child from abuse, neglect, exploitation and to insure that no further harm will come to the child including investigation of complaints, home evaluation, referrals for services or removal of the child from the home if needed.

Range of Units

Code

PIC

Intervention, investigation, referral, initial court activities; shelter care supervision.

10-14

attention, evaluation, referral, guidance and ongoing supervision of

(February 1976)

**Range of
Units**

Source

8-14

A

P

FIVE SERVICES—PROTECTIVE FINANCIAL ARRANGEMENTS

Services to protect financial interest of the individuals who because of mental or physical disfunctions are unable to manage their own resources. Including assessments to the agency for protective payees.

**Range of
Units**

Source

4-12

A

FIVE SERVICES—CHILD INTERVENTION

Services that are necessary to protect a child from abuse, neglect, abandonment and to insure that no further harm will come to the child. Including investigation of complaints, home evaluation, referrals for services or removal of the child from the home if needed.

**Range of
Units**

Source

10-14

A

Attention, investigation, referral, initial court activities; shelter care supervision.

APPENDIX C

SERVICE: PROTECTIVE SERVICES—SUPERVISION

Services designed to oversee neglected, abused or exploited children in their own homes, to help the parent recognize the causes thereof, to help the parents strengthen their ability to provide acceptable care and to return runaway children to their homes.

Code

PSS

Supervision, counseling, follow-up; court activities.

PPR

Return and parole supervision of Industrial Schools students in the community.

*TRP

Transportation payment for runaway children.

**Range of
Units**

10-20

SERVICE: PROTECTIVE SERVICES—CHILD SHELTER CARE

Temporary care and appropriate services provided in approved shelter care facilities for children who are waiting court action or transfer.

Code

*SCP

Shelter care payment.

*SMP

Shelter Medical Payment.

*SSP

Specialized Shelter Payment.

*XCP

Shelter Clothing Payment.

**Range of
Units**

VE SERVICES—SUPERVISION

s designed to oversee neglected, abused or exploited children in
 vn homes, to help the parent recognize the causes thereof, to help
 ents strengthen their ability to provide acceptable care and to
 unaway children to their homes.

ision, counseling, follow-up; court activities.

and parole supervision of Industrial Schools students in the
 nity.

ortation payment for runaway children.

Range of Units	Source
10-20	A
	A
	P

VE SERVICES—CHILD SHELTER CARE

rary care and appropriate services provided in approved shelter care
 is for children who are waiting court action or transfer.

care payment.

Medical Payment.

lized Shelter Payment.

r Clothing Payment.

Range of Units	Source
	P
	P
	P
	P

SERVICE: SUBSTITUTE CARE—ADULT

Activities which enable an individual to receive either temporary or permanent substitute care outside the home including pre-placement counseling, developing adequate substitute care arrangements, supervision of the placement and assisting the individual to return to independent living, including provision of care and provision of room and board for a period of not more than six consecutive months as an integral but subordinate part of the service; transportation.

Code	
SAF	Placement, supervision and consultation.
*AFP	Adult foster care payment.
*HRP	Home of relative payment.
*RFP	Group rehabilitative payment.

**Range of
Units**
10-14

SERVICE: SUBSTITUTE CARE—CHILD FOSTER

Activities which supervise and assist the placement and supervision of a child in foster care including those receiving assistance under the AFDC program. The service may include court activities and activities which aid the child in returning to his own home or adoption and provision of special services required because of a health condition, an emotional or behavioral problem and when appropriate documentation is provided that such services are needed.

E: SUBSTITUTE CARE—ADULT

Activities which enable an individual to receive either temporary or permanent substitute care outside the home including pre-placement counseling, developing adequate substitute care arrangements, supervision of the placement and assisting the individual to return to independent living, including provision of care and provision of room and board for a period of not more than six consecutive months as an integral but subordinate part of the service; transportation.

Placement, supervision and consultation.

Adult foster care payment.

Home of relative payment.

Group rehabilitative payment.

**Range of
Units**

10-14

Source

A

P

P

P

E: SUBSTITUTE CARE—CHILD FOSTER

Activities which supervise and assist the placement and supervision of a child in foster care including those receiving assistance under the AFDC program. The service may include court activities and activities which aid the child in returning to his own home or adoption and provision of special services required because of a health condition, an emotional or behavioral problem and when appropriate documentation is provided that such services are needed.

Code		Range of Units
SCF	Placement, supervision of a child in foster care; court activities and return to the natural house.	16-30
*Contract		
SMF	Services to natural parents.	12-18
SIS	Independent living supervision.	16-20
*BFP	Behavioral foster care payment.	
*CFP	Child foster care payment.	
*EFP	Emergency foster care payment.	
*SFP	Specialized foster care payment.	
*TFP	Therapeutic foster care payment.	
*ICP	Initial clothing payment.	
*LEP	Lessons, equipment payment.	
*JSP	Joyous season payment.	
*STP	School, fees, costs payment.	

SERVICE: SUBSTITUTE CARE—CHILD GROUP

Activities which supervise, assist and coordinate placement supervision of children in group living situations and court activities which aid the child in returning to his own home, including provision of room and board for a period of not more than six consecutive months as an integral, but subordinate part of the service.

	Range of Units	Source
ment, supervision of a child in foster care; court activities and return natural house.	16-30	A
ces to natural parents.	12-18	P
endent living supervision.	16-20	A
rioral foster care payment.		P
foster care payment.		P
gency foster care payment.		P
alized foster care payment.		P
peutic foster care payment.		P
clothing payment.		P
ns, equipment payment.		P
is season payment.		P
ol, fees, costs payment.		P

UTE CARE—CHILD GROUP

ties which supervise, assist and coordinate placement supervision of en in group living situations and court activities which aid the child in ing to his own home, including provision of room and board for a d of not more than six consecutive months as an integral, but dinate part of the service.

Code		Range of Units
SCF	Child foster care supervision.	16-30
*Contract		
SMF	Services to natural parents.	12-18
SPR	Preparation and placement or return to the community to and from an institution.	6-12
*GHP	Group home payment.	
*RFP	Group rehabilitative payment.	
*ICP	Initial clothing payment.	
*LEP	Lessons, equipment payment.	
*JSP	Joyous season payment.	
*STP	School, fees and cost payment.	

SERVICE: REASSURANCE AND SUPPORT SERVICES

Activities that provide services either in the home or in other facilities to prevent premature institutionalization and to keep people in their own homes as long as possible, including food less than three meals per day that does not supplant basic nutritional needs.

Code		Range of Units
SRS	Home visits and follow-up.	2-10



oster care supervision.

**Range of
Units**

16-30

Source

A

P

es to natural parents.

12-18

A

ation and placement or return to the community to and from an
ion.

6-12

A

home payment.

P

rehabilitative payment.

P

clothing payment.

P

s, equipment payment.

P

season payment.

P

, fees and cost payment.

P

ANCE AND SUPPORT SERVICES

es that provide services either in the home or in other facilities to
t premature institutionalization and to keep people in their own
as long as possible, including food less than three meals per day
es not supplant basic nutritional needs.

**Range of
Units**

2-10

Source

A, P

visits and follow-up.

APPENDIX C

SERVICE: RECREATION AND SOCIALIZATION SERVICES

Activities and services which provide therapeutic, wholesome recreation, cultural experiences, and socialization to children and adults who ordinarily cannot find those opportunities on their own.

Code		Range of Units
RSP	Recreation/socialization payment.	2-10

SERVICE: TRANSPORTATION

Travel and related costs for eligible persons to obtain access to community facilities and resources.

Code		Range of Units
CRX	Connecting, assisting consumer in use of resource.	
*NWP	Navajo works project transportation payment.	6-14
*TRP	Transportation payment.	
*DEP	Drivers education payment (February 1976).	

SPECIAL CODES

*ANP	Authorized needs payment.	
------	---------------------------	--

ON AND SOCIALIZATION SERVICES

es and services which provide therapeutic, wholesome recreation, experiences, and socialization to children and adults who ordinarily find those opportunities on their own.

tion/socialization payment.

Range of Units	Source
2-10	P

RTATION

and related costs for eligible persons to obtain access to community as and resources.

cting, assisting consumer in use of resource.

works project transportation payment.

ortation payment.

s education payment (February 1976).

Range of Units	Source
6-14	A
	P
	P
	P
	P

rized needs payment.

APPENDIX D

SUMMARY SHEET FROM NEBRASKA CASE WORKER INSTRUCTION MANUAL

Human Services Monograph Series • No. 1, June 1976 . 127

SERVICE CODES	SERVICE DESCRIPTION	UNIT	MAX. UNIT RATE	MAX. UN
0101	CHORE TASK	HOUR	\$ 2.20	
0102	CHORE TASK	JOB	5.00	
0103	CHORE HOUSEKEEPER	HOUR	2.20	
0104	CHORE HOUSEKEEPER (LIVE-IN)	DAY	5.00	
0105	CHORE	½ HOUR	STAFF PROVIDED.	
0205	DAY CARE HOME OR CENTER	HOUR	\$ 1.00	4 HRS./DAY
0206	DAY CARE HOME OF CENTER	DAY	7.50	
0207	DAY CARE HOME OR CENTER	WEEK	33.75	
0208	DAY CARE HOME OR CENTER	MONTH	142.00	
0301	IN-HOME CHILD CARE	HOUR	\$ 2.00	4 HRS./DAY
0305	DAY CARE HOME	HOUR	1.00	4 HRS./DAY
0306	DAY CARE HOME	DAY	5.00	
0307	DAY CARE HOME	WEEK	27.50	
0308	DAY CARE HOME	MONTH	110.00	
0309	DAY CARE CENTER	HOUR	1.25	4 HRS./DAY
0310	DAY CARE CENTER	DAY	6.50	
0311	DAY CARE CENTER	WEEK	30.00	
0312	DAY CARE CENTER	MONTH	120.00	
0350	TRANSPORTATION (DAY CARE)	MILE	.16	
0351	TRANSPORTATION (DAY CARE)	TRIP O.W.	2.50	
0352	TRANSPORTATION (DAY CARE) BUS	TRIP O.W.	2.50	
0353	TRANSPORTATION (DAY CARE) TAXI	TRIP O.W.	2.50	
0354	TRANSPORTATION (DAY CARE)	½ HOUR	STAFF PROVIDED	

SERVICE DESCRIPTION	UNIT	MAX. UNIT RATE	MAX. UNITS/MONTH
K	HOUR	\$ 2.20	22
K	JOB	5.00	9
HOUSEKEEPER	HOUR	2.20	200
HOUSEKEEPER (LIVE-IN)	DAY	5.00	31
	½ HOUR	STAFF PROVIDED	
HOME OR CENTER	HOUR	\$ 1.00	4 HRS./DAY TO 29 da. per mo.
HOME OF CENTER	DAY	7.50	29
HOME OR CENTER	WEEK	37.75	5
HOME OR CENTER	MONTH	142.00	1
CHILD CARE	HOUR		4 HRS./DAY TO 29 da. per mo.
HOME	HOUR		4 HRS./DAY TO 29 da. per mo.
HOME	DAY	5.00	29
HOME	WEEK	27.50	5
HOME	MONTH	110.00	1
CENTER	HOUR	1.25	4 HRS./DAY TO 29 da. per mo.
CENTER	DAY	6.50	29
CENTER	WEEK	30.00	5
CENTER	MONTH	120.00	1
TRANSPORTATION (DAY CARE)	MILE	.16	250
TRANSPORTATION (DAY CARE)	TRIP O.W.	2.50	16
TRANSPORTATION (DAY CARE) BUS	TRIP O.W.	2.50	16
TRANSPORTATION (DAY CARE) TAXI	TRIP O.W.	2.50	16
TRANSPORTATION (DAY CARE)	½ HOUR	STAFF PROVIDED	50

SERVICE CODES	SERVICE DESCRIPTION	UNIT	MAX. UNIT RATE	MAX. UNITS
0402	EPSDT	1/2 HOUR	STAFF PROVIDED	8
0450	TRANSPORTATION EPSDT	MILE	\$.16	250
0451	TRANSPORTATION EPSDT	TRIP O.W.	2.50	16
0452	TRANSPORTATION EPSDT (BUS)	TRIP O.W.	2.50	16
0453	TRANSPORTATION EPSDT (TAXI)	TRIP O.W.	2.50	16
0454	TRANSPORTATION EPSDT	1/2 HOUR	STAFF PROVIDED	32
0460	IN-HOME DAY CARE EPSDT	HOUR	1155.0503	4 HRS./DAY
0461	DAY CARE HOME EPSDT	HOUR	1.00	4 HRS./DAY
0462	DAY CARE CENTER EPSDT	HOUR	1.25	4 HRS./DAY
0502	DETERMINATION OF LEGAL STATUS	1/2 HOUR	STAFF PROVIDED	8
0503	PLACEMENT IN ADOPTIVE HOME	1/2 HOUR	STAFF PROVIDED	16
0504	SUPERVISION	1/2 HOUR	STAFF PROVIDED	8
0505	PREPARATION OF LEGAL DOC.	1/2 HOUR	STAFF PROVIDED	8
0510	AGREEMENT FOR SUBSIDY	1/2 HOUR	STAFF PROVIDED	8
0511	ANNUAL RE-APPLICATION PROCESS	1/2 HOUR	STAFF PROVIDED	4
0512	STATISTICAL REPORTING	1/2 HOUR	STAFF PROVIDED	4
0601	FAMILY PLANNING	1/2 HOUR	STAFF PROVIDED	8
0640	FAMILY PLANNING HOMEMAKER	HOUR	\$ 2.25	16
0641	FAMILY PLANNING HOMEMAKER	1/2 HOUR	STAFF PROVIDED	32
0650	FAMILY PLANNING TRANSPORTATION	MILE	.16	250
0651	FAMILY PLANNING TRANSPORTATION	TRIP O.W.	2.50	16
0652	FAMILY PLANNING TRANSPORTATION	TAXI O.W.	2.50	16
0653	FAMILY PLANNING TRANSPORTATION	BUS O.W.	2.50	16
0654	FAMILY PLANNING TRANSPORTATION	1/2 HOUR	STAFF PROVIDED	32
0660	FAMILY PLANNING IN-HOME DAY CARE	HOUR	1155.0503	4 HRS./DAY

VICE DESCRIPTION	UNIT	MAX. UNIT RATE	MAX. UNITS/MONTH
	1/2 HOUR	STAFF PROVIDED	8/MO.
TATION EPSDT	MILE	\$.16	250/MO.
TATION EPSDT	TRIP O.W.	2.50	16/MO.
TATION EPSDT (BUS)	TRIP O.W.	2.50	16/MO.
TATION EPSDT (TAXI)	TRIP O.W.	2.50	16/MO.
TATION EPSDT	1/2 HOUR	STAFF PROVIDED	32/MO.
AY CARE EPSDT	HOUR	1155.0503	4 HRS./DAY to 4 da. per mo.
HOME EPSDT	HOUR	1.00	4 HRS./DAY to 4 da. per mo.
CENTER EPSDT	HOUR	1.25	4 HRS./DAY to 4 da. per mo.
<hr/>			
ATION OF LEGAL STATUS	1/2 HOUR	STAFF PROVIDED	8/MO.
T IN ADOPTIVE HOME	1/2 HOUR	STAFF PROVIDED	16/MO.
ON	1/2 HOUR	STAFF PROVIDED	8/MO.
ON OF LEGAL DOC.	1/2 HOUR	STAFF PROVIDED	8/MO.
IT FOR SUBSIDY	1/2 HOUR	STAFF PROVIDED	8/MO.
SE-APPLICATION PROCESS	1/2 HOUR	STAFF PROVIDED	4/MO.
AL REPORTING	1/2 HOUR	STAFF PROVIDED	4/MO.
<hr/>			
ANNING	1/2 HOUR	STAFF PROVIDED	8/MO.
ANNING HOMEMAKER	HOUR	\$ 2.25	16/MO.
ANNING HOMEMAKER	1/2 HOUR	STAFF PROVIDED	32/MO.
ANNING TRANSPORTATION	MILE	.16	250/MO.
ANNING TRANSPORTATION	TRIP O.W.	2.50	8/MO.
ANNING TRANSPORTATION	TAXI O.W.	2.50	8/MO.
ANNING TRANSPORTATION	BUS O.W.	2.50	8/MO.
ANNING TRANSPORTATION	1/2 HOUR	STAFF PROVIDED	32/MO.
ANNING IN-HOME DAY CARE	HOUR	1155.0503	4 HRS./DAY to 4 da. per mo.

APPENDIX D

0661	FAMILY PLANNING DAY CARE HOME	HOUR	1.00	4 HRS./DAY
0662	FAMILY PLANNING DAY CARE CENTER	HOUR	1.25	4 HRS./DAY
0701	PLACEMENT IN FOSTER CARE	½ HOUR	STAFF PROVIDED	
0702	EVALUATION OF PLACEMENT	½ HOUR	STAFF PROVIDED	
0801	PLACEMENT IN FOSTER CARE	½ HOUR	STAFF PROVIDED	
8002	SERVICES TO CHILD AWAITING PLACEMENT	½ HOUR	STAFF PROVIDED	
0803	SUPERVISION	½ HOUR	STAFF PROVIDED	
0804	WORKING WITH NATURAL PARENTS	½ HOUR	STAFF PROVIDED	
0805	ARRANGING FOR COURT ACTION	½ HOUR	STAFF PROVIDED	
0902	ALCOHOLISM SERVICES (BOARD & ROOM)	DAY	PROVIDER APPROVAL	30 DA. in a
0903	ALCOHOLISM SERVICES	DAY (8 HR)	PROVIDER APPROVAL	3
1001	CONGREGATE MEALS PREPARATION ONLY	MEAL	\$.75	
1002	DELIVERED MEALS PREPARATION & DELIVERY ONLY	MEAL	1.00	
1003	CONGREGATE OR DELIVERED MEALS FOOD COSTS	MEAL	.75	
1102	HOMEMAKER	HOUR	\$ 2.25	
1103	HOMEMAKER	HOUR	2.25	
1104	HOMEMAKER	½ HOUR	STAFF PROVIDED	
1105	HOMEMAKER	½ HOUR	STAFF PROVIDED	

PLANNING DAY CARE HOME	HOUR	1.00	4 HRS./DAY to 4 da. per mo.
PLANNING DAY CARE CENTER	HOUR	1.25	4 HRS./DAY to 4 da. per mo.
ENT IN FOSTER CARE	1/2 HOUR	STAFF PROVIDED	8/MO.
ION OF PLACEMENT	1/2 HOUR	STAFF PROVIDED	8/MO.
ENT IN FOSTER CARE	1/2 HOUR	STAFF PROVIDED	16/MO.
S TO CHILD AWAITING	1/2 HOUR	STAFF PROVIDED	8/MO.
MENT	1/2 HOUR	STAFF PROVIDED	8/MO.
SION	1/2 HOUR	STAFF PROVIDED	8/MO.
G WITH NATURAL PARENTS	1/2 HOUR	STAFF PROVIDED	8/MO.
ING FOR COURT ACTION	1/2 HOUR	STAFF PROVIDED	8/MO.
LISM SERVICES (D & ROOM)	DAY	PROVIDER APPROVAL	30 DA. in any 6 MO. period
LISM SERVICES	DAY (8 HR)	PROVIDER APPROVAL	31/MO.
GATE MEALS RATION ONLY	MEAL	\$.75	23
ED MEALS RATION & DELIVERY ONLY	MEAL	1.00	23
GATE OR DELIVERED MEALS COSTS	MEAL	.75	23
AKER	HOUR	\$ 2.25	65
AKER	HOUR	2.25	65
AKER	1/2 HOUR	STAFF PROVIDED	130
AKER	1/2 HOUR	STAFF PROVIDED	130

SERVICE CODES	SERVICE DESCRIPTION	UNIT	MAX. UNIT RATE	MAX. UNITS
1302	HOME EVALUATION	½ HOUR	STAFF PROVIDED	16
1303	SUPERVISION OF CHILD IN PLACEMENT	½ HOUR	STAFF PROVIDED	8
1304	REPORTS TO OUT OF STATE AGENCY	½ HOUR	STAFF PROVIDED	8
1305	ARRANGEMENTS FOR RETURN OF CHILD	½ HOUR	STAFF PROVIDED	4
1501	PROTECTIVE SERVICES	½ HOUR	STAFF PROVIDED	16
1601	PROTECTIVE SERVICES INVESTIGATION	½ HOUR	STAFF PROVIDED	16
1602	WORKING WITH NATURAL PARENTS	½ HOUR	STAFF PROVIDED	8
1603	ARRANGING FAMILY STRENGTHENING SVCS.	½ HOUR	STAFF PROVIDED	8
1604	ARRANGING FOR COURT ACTION	½ HOUR	STAFF PROVIDED	8
1805	TRANSPORTATION	MILE	\$.16	2
1806	TRANSPORTATION	TRIP	2.50	8
1807	TRANSPORTATION—BUS	TRIP O.W.	2.50	8
1808	TRANSPORTATION—TAXI	TRIP O.W.	2.50	8
1809	TRANSPORTATION	½ HOUR O.W.	STAFF PROVIDED	4
1903	PRE-SCHOOL EDUCATIONAL SERVICES	DAY 4 hrs.	\$ 17.64	23
1913	SKILLS TRAINING	FACE TO FACE CONTRACT 1 hr. OR MORE PER DAY WITH CLIENT	38.75	12

SERVICE DESCRIPTION	UNIT	MAX. UNIT RATE	MAX. UNITS/MONTH
STATION LOCATION OF CHILD IN MENT	1/2 HOUR	STAFF PROVIDED	16/MO.
TO OUT OF STATE AGENCY	1/2 HOUR	STAFF PROVIDED	8/MO.
MENTS FOR RETURN OF	1/2 HOUR	STAFF PROVIDED	8/MO.
1/2 HOUR	1/2 HOUR	STAFF PROVIDED	4/MO.
1/2 HOUR	1/2 HOUR	STAFF PROVIDED	16/MO.
1/2 HOUR	1/2 HOUR	STAFF PROVIDED	16/MO.
1/2 HOUR	1/2 HOUR	STAFF PROVIDED	8/MO.
1/2 HOUR	1/2 HOUR	STAFF PROVIDED	8/MO.
MILE		\$.16	250
TRIP		2.50	16
TRIP O.W.		2.50	16
TRIP O.W.		2.50	16
1/2 HOUR O.W.		STAFF PROVIDED	75
1 DAY 4 hrs. FACE TO FACE CONTRACT 1 hr. OR MORE PER DAY WITH CLIENT		\$ 17.64	23/MO.
		38.75	12/MO.

APPENDIX D

APPENDIX E

DEPARTMENT OF MENTAL HEALTH MANAGEMENT INFORMATION SYSTEM

DEFINITION OF TREATMENT UNITS

Below are defined all the Treatment Units used throughout the Orange County Department of Mental Health system. In some cases these treatment units are utilized only by particular reporting units. This is indicated by listing the reporting unit number in parenthesis after the definition of the treatment units.

INPATIENT DAYS 90

Inpatient day denotes any treatment regimen involving 24-hour care. This code is used when the treatment modality is considered to be the ward milieu.

METHADONE MAINTENANCE PROGRAM 91, 92, 93

The Methadone Maintenance Program denotes the administering to hard-core heroin addicts of daily doses of Methadone on a maintenance dosage regimen. It includes medical coverage and nursing staff for evaluating patients initially and periodically, the dispensing of medication, and urine monitoring for a battery of drugs. Patients may be in the program on a 2-day (91), a 5-day (92), or 7-day (93) basis.

PSYCHIATRIC DAY TREATMENT 94, 95, 96, 97, 98

Psychiatric Day Treatment denotes any treatment regimen involving more than 4 or less than 24 hours of intensive services. This code is used when the treatment modality is considered to be the ward milieu. Psychiatric Day Treatment may be for 1-to-5 days a week. Code 94—1 day a week; 95—2 days a week; 96—3 days a week; 97—4 days a week; and 98—5 days a week.

ORIENTATION 01

Orientation denotes a meeting with prospective patients and/or parents—

132 Human Services Monograph Series • No. 1, June 1976

individually or in groups—to explain the services, expectations placed upon those receiving services, fees, policies, and the like. It is a part of the intake-evaluation process.

TRIAGE 02

Triage denotes an interview, frequently brief, for the purpose of determining the service to which a patient should be assigned initially. It is *not* necessarily a final or definitive evaluation for determining patient treatment needs.

INTAKE & EVALUATION (CSS/DSS ONLY) 03

This category is to be used to denote the evaluation of clients for placement, social service follow-up and/or clinical services in the office or in the field as part of continuing care services. This item is to be used only by the Department of Social Services and/or the Community Services Section staff.

INTAKE OR PSYCHIATRIC EXAMINATION 04

Intake/Psychiatric Examination denotes an in-depth evaluation of the patient to determine his treatment needs in order that the appropriate disposition can be made. Such an evaluation should be coded in this block regardless of the discipline of the professional performing the evaluation. The discipline of the professional is recorded in Item 7 on the Services Rendered document and Item 10 on the Evaluation document.

PSYCHOLOGICAL TESTING (PATIENT) 05

Psychological Testing denotes the use of a single psychological test or battery of tests for diagnostic purposes. These might include IQ, projective, organicity tests and the like. The duration of the testing session is recorded in Item 10 on the Services Rendered document.

For example, several tests might be administered to the patient which required a total of four hours. This time length would be coded in "Session Length" (Item 10).

VOCATIONAL REHABILITATION EVALUATION 06

Vocational Rehabilitation Evaluation denotes interview time spent by a Vocational Rehabilitation Counselor or a Vocational Rehabilitation Secretary in evaluating whether a patient applying for vocational rehabilitation services qualifies for such services according to state guidelines. This code is no longer applicable once a patient has been accepted for vocational rehabilitation.

PSYCHOLOGICAL COURT EXAMINATION 07

Psychological Court Examination denotes a psychiatric evaluation, not unlike the Intake/Psychiatric, but performed on court order and addressing itself to specific problems or questions raised in connection with the patient's legal situation.

THE ELUSIVE UNIT OF SERVICE

CONSERVATORSHIP EVALUATION 08

Conservatorship Evaluation denotes the specific legal situation wherein a person is judged gravely disabled by reason of mental disorder or chronic alcoholism by the staff or chief of the mental health facility. Such a judgment is made as a result of a 14-day period of intensive care after which a comprehensive evaluation is made to determine if in fact the person is gravely disabled as defined by the Welfare and Institutions Code. The purpose of this examination is to determine whether the disability caused by mental disorder or chronic alcoholism requires that the individual be placed under conservatorship.

PREPETITION SCREENING 09

Prepetition Screening denotes a specific procedure mandated by the Laterman-Petris-Short Act. A reporting unit staff member or members interviews a person described as being in need of psychiatric care because he is a danger to himself, a danger to others or because he is gravely disabled. The staff member interviews the patient to verify the allegations and to persuade the patient to seek help voluntarily if it is necessary.

PHYSICAL EXAMINATION 10

Physical Examination denotes a medical history and physical examination performed as part of the patient's general evaluation.

LABORATORY TESTS 11

Laboratory test denotes any chemical or physical analysis of patient specimens. (Example: urinalysis, C.B.C., etc.)

CONTINUING CARE CASE REVIEW 12

This category is used to denote review of continuing care cases utilizing either chart review or follow-up contact with the patient or facility providing care for the patient.

CRISIS INTERVENTION 23

Crisis Intervention denotes a specific form of therapeutic intervention designed to assist a patient to deal more effectively with his current crisis and to improve his ability to resolve such crises in the future. Crisis Intervention refers to services rendered in the office or field.

INDIVIDUAL THERAPY 24

Individual Therapy denotes an individual therapist's work in his office or clinic with an individual patient for the purpose of resolving the patient's emotional difficulties.

CHEMOTHERAPY 25

Chemotherapy denotes a visit between patient and doctor. The purpose

of this is to place the patient on psycho-active medications and/or to evaluate their effectiveness.

BIO-FEEDBACK THERAPY 26

This category denotes treatment delivered utilizing electronic "Bio-feedback" equipment.

VOCATIONAL REHABILITATION COUNSELING 27

Vocational Rehabilitation Counseling is used to denote a Vocational Rehabilitation Counselor's work with an individual patient for the purpose of designing and fulfilling a vocational rehabilitation program. This code should only be used for actual time spent with a patient and not for other vocational rehabilitation associated activities.

VITAMIN THERAPY 28

Use this category to indicate a brief appointment with the patient to administer vitamins and discuss his or her progress in treatment.

ANTABUSE EVALUATION 29

Antabuse (disulfiram) Evaluation refers to medical and interview evaluation services rendered in the course of determining whether or not a patient is an acceptable candidate for treatment with Antabuse. Once the decision to accept a patient for Antabuse therapy has been made, follow-up visits for monitoring and renewed supply of medication should be coded under Chemotherapy (25).

COORDINATION INTERVIEW 30

This category denotes a brief interview with the patient oriented toward obtaining information necessary to evaluate the progress of the patient toward meeting treatment plan objectives.

PATIENT FOLLOW-UP 31

Patient Follow-up denotes a single patient visit or small number of visits to the office or clinic in order to follow up on a crisis intervention or other psychotherapeutic effort. Recording a visit in this category implies that the therapist does not intend to establish a longer-term therapeutic contract with the patient but is only trying to help him consolidate gains from previous treatment or to obtain follow-up data for the therapist's own information.

ANTABUSE FOLLOW-UP 32

Antabuse follow-up includes a review and discussion of the patient's current use of Antabuse, including any questions arising from its use and any reported side effects. Additional Antabuse is also dispensed.

THE ELUSIVE UNIT OF SERVICE

CHEMOTHERAPY FOLLOW-UP 33

Chemotherapy follow-up denotes a follow up visit to check on a patient's psychoactive medication needs and to prescribe or deliver medications as necessary.

ALCOHOLISM ASSESSMENT AND WITHDRAWAL 34

This includes both a review of the patient's past medical history with emphasis on alcohol related disorders and an evaluation of current medical problems including alcohol related disorders. All vital signs are checked and medication is dispensed as ordered by the physician.

INDIVIDUAL SERVICE (CSS/DSS ONLY) 35

This item is to be used to indicate clinical and/or non-clinical services as part of continuing care services by the Department of Social Services and/or the Community Services Section staff. Services might include pre-placement, placement, individual counseling, etc.

SOCIAL SERVICE COUNSELING 36

Denotes a type of counseling which focuses on the patient's social, employment, and economic problems and frequently includes referrals to other agencies.

GROUP THERAPY 45

Group Therapy denotes a group composed exclusively of identified patients together with a therapist or therapists. It does not include groups composed of patients and nonpatients. The size of the group may vary. Each identified patient must have an individual services rendered document completed inasmuch as this document is the only form used for services rendered.

MULTIPLE FAMILY THERAPY 46

Multiple Family Therapy denotes a form of group therapy involving more than one identified patient and more than one family unit. The distinction between this therapy and other group therapies is its focus on the functioning of two or more family units. Separate services rendered documents must be completed on each identified patient or family.

COUPLES GROUP THERAPY 47

Couples Group Therapy denotes group therapy involving several couples of marital peers or several couples having close personal relationships of an ongoing nature. At least one member of each couple is an identified patient. Frequently both parties in each couple may be identified patients. In any case, all identified patients are listed on the services rendered document.

136 Human Services Monograph Series • No. 1, June 1976

GROUP CRISIS INTERVENTION 48

Group Crisis Intervention denotes group therapy used to deal with acute immediate crises in the participants' lives. Groups of this nature are frequently open ended and fluctuating in membership. Patients are expected by therapists to remain in such groups for a relatively brief period of time.

PC 1000 SEMINAR 49

This item is to be used to denote legal and medical seminars held as part of the drug teams PC 1000 program. These sessions are conducted by lawyers and doctors on the legal and medical ramifications of drug usage and involvement. At each session, a drug abuse team member is present to organize the activity and facilitate subsequent discussion.

KINDERGARTEN GROUP 50

Kindergarten Group denotes a group therapy program conducted by a therapist or teacher for students in kindergarten who might otherwise need a therapeutic nursery school program. It is specifically geared to this age group and its interests.

LATENCY GROUP 51

Latency Group denotes a children's program of group therapy conducted with latency age children. Each child in such a group should be an identified patient and should be so recorded on the services rendered documents.

COURT GROUP 52

This category is used to denote elementary group therapy and education related to alcohol abuse and traffic safety.

ADOLESCENT GROUP 53

Adolescent Group denotes the children's program for group therapy conducted with adolescent children. Each child in such a group should be an identified patient and should be so recorded on the services rendered document.

CHILDREN'S GROUP 54

Children's Group denotes therapy administered in groups of children wherein a wide range of ages is represented and wherein each child is an identified patient. It is used where the designations 51 and 53 are not appropriate for a given treatment setting. It is less age specific than these and should be used for any mixed age group of children.

INTENSIVE CARE CLINIC (CHILDREN) 55

Intensive Care Clinic denotes a specific treatment utilized by the South Orange County Child Guidance Clinic. It is a mixture of individual and group

THE ELUSIVE UNIT OF SERVICE

therapy for children which usually runs concurrently with the intensive care clinic (parents) designated as 74 below.

ACTIVITIES PROGRAMS, VARIABLE LENGTH, INTERMITTENT 56

This code is used in those instances where a patient is attending an activities program, partial hospitalization service, social learning center, et cetera, on an attendance basis other than those accounted for by the regular partial hospitalization codes. The length of attendance is recorded in Item 10 on the services rendered document, one of which must be submitted for each visit.

ORIENTATION GROUP 57

This category denotes a meeting with patients and/or parents in groups to explain the services, expectations placed upon those receiving services, fees, policies, etc. It is part of the intake-evaluation process.

FAMILY THERAPY 64

Family Therapy denotes the treatment of a *single* family as a unit including children, parents and/or extended family as necessary. More than one therapist might be involved in such single family treatment. The focus of therapy is on the functioning of the entire family unit. However, for the purpose of billing and recording services rendered, a single financially responsible individual is identified—frequently the member who first sought treatment, on whom the entry and evaluation document has been completed and on whom a discharge document will be completed at the termination of treatment. If more than one member of the family is a registered patient of the RU, all registered can be recorded as patients and the services rendered document could be utilized. This procedure would result in separate charges and separate treatment unit credits.

NETWORK THERAPY 65

Network Therapy denotes a variant of group/family methods in which the social network of the patient is engaged in treatment. The patient's network may be treated either in parts or as a whole including all members, family, relatives, friends, and other work or neighbor relations.

COUPLE THERAPY 66

Couple Therapy denotes treatment for two individuals who are in close personal relationship. The focus of the therapy is upon their inter-relationship and only one couple is involved with a given therapist or therapists. Either or both parties in the couple may be identified patients. However, identified patients are listed on the services rendered document.

PARENT CHILD CLINIC 67

Parent Child Clinic denotes specific services provided at the Reporting

Unit to parents who have been legally convicted of child battering and have subsequent difficulties disciplining their children. Designation of a service under this code includes both an in-depth evaluation and/or subsequent therapy using all relative modalities. These services are provided on an outpatient basis.

GROUP OF PARENTS 73

Group of Parents denotes treatment involving groups of parents which exclude the identified patients—the children. Usually, none of the participants in such groups are identified patients. Consequently the cost or credit for this treatment are accrued through the identified patients. That is, instead of listing the names of the parents on individual services rendered documents, the names of their identified patient children are listed. This procedure is compatible with the focus of these groups which is to enable the parents to be more effective in handling their children or in coping with the child's emotional illness.

INTENSIVE CARE CLINIC (PARENTS) 74

As mentioned above under 55, Intensive Care Clinic (Parents) denotes a group program for parents which runs concurrently with the intensive care clinic for children. Treatment unit credits are listed on individual services rendered documents under the names of identified patients, i.e., the children.

COLLATERAL INTERVIEW 75

Collateral Interview denotes an interview with any significant other conducted without the patient being present. The name of the identified patient is entered on the services rendered documents, although he is not present during the interview.

GROUP WITH OTHER FAMILY MEMBERS 76

Group with Other Family Members denotes cases where parents, other family members or combinations thereof (i.e., several sets of parents or several sets of siblings) are seen by a therapist on a group basis but the identified patient is *excluded* from the group. The names of the identified patients are entered on services rendered documents rather than the names of family members actually in the group's membership.

INDIVIDUAL THERAPY COLLATERAL 77

Individual Therapy Collateral denotes therapy with parents or other family members where the focus is upon improving the living conditions of the identified patient (e.g., working with a neurotic mother to improve the home situation of an identified child patient). This designation is used only where the person in therapy as a collateral is not himself an identified patient. Individual Therapy Collateral also differs from a collateral interview in that the former delves into the emotional problems of the interviewee and is usually an ongoing process rather than a one time only interview.

CRISIS INTERVENTION (COLLATERAL) 78

Crisis Intervention collateral denotes an effort to work with a collateral person to assist in the resolution of a crisis in the identified patient. This designation is used for office or field visits.

CONSULTATION FOR PATIENT 79

Consultation for Patient denotes those situations where the therapist or a member of the therapeutic team makes contact with some agency, individual or other person unrelated to the patient on his behalf in order to learn more about the patient's history, or to bring about some structural change in the patient's environment advantageous to him. The cost incurred and the treatment units accrued are credited to the patient's therapy.

PSYCHOLOGICAL TESTING (COLLATERAL) 80

Psychological Testing (Collateral) denotes those situations where a significant Other in the patient's life is thought to be in need of psychological testing in order to better diagnose and/or manage the identified patient. For example, in many cases involving disturbed children, a careful parental evaluation is essential. Psychological testing used in such an evaluation of the parent(s) would receive this designation.

APPENDIX F

SAMPLE REPORTS FROM MULTI-STATE INFORMATION SYSTEM

PATIENT ADMISSION NOTE: CASE NUMBER 123456

Name	Stewart, Nancy
N.Y. State ID Number	1462167
Social Security Number	123-45-6789

**** PERSONAL DATA ****

(AS OF: 01/03/72)

USUAL ADDRESS	123 QUINN STREET, ORANGEBURG, N.Y.
HOME RESIDENCE CODE	987654
CATCHMENT AREA	XY
ENVIRONMENT	CITY/VILLAGE
DATE OF BIRTH	12/01/47
AGE	24
SEX	FEMALE
ETHNIC GROUP	WHITE
CITIZENSHIP	U.S.
RELIGION	PROTESTANT
MARITAL STATUS	NEVER MARRIED
EDUCATIONAL LEVEL	COMPLETED ONE YEAR COLLEGE
OCCUPATIONAL CATEGORY	SEMI-SKILLED
EMPLOYMENT STATUS	EMPLOYED
WEEKLY FAMILY INCOME—NET	\$300 OR OVER
NUMBER OF PERSONS ON INCOME	5
HOUSEHOLD COMPOSITION	LIVES WITH PARENTS, WITH SIBLINGS

THE ELUSIVE UNIT OF SERVICE

**** **ADMISSION DATA** ****

DATE OF CURRENT ADMISSION	01/03/72
ACTION CODE ON CURRENT ADMISSION FORM (MSIS-5)	ADMISSION
STATUS ON ADMISSION REFERRED BY	OUTPATIENT-EMERGENCY SELF
LAST SERVICE WAS AS AN LAST PSYCHIATRIC OR RETARDATION FACILITY OR SERVICE WAS	OTHER THAN INPATIENT ROCKLAND COUNTY COMM. M.H.C.
TIME SINCE LAST SERVICE PRIOR PSYCHIATRIC OR RETARDATION FACILITY OR SERVICE OTHER THAN INPATIENT	OVER ONE YEAR MENTAL HEALTH CENTER, PRIVATE THERAPIST (OTHER THAN PSYCHIATRIST)

**** **PROBLEM APPRAISAL DATA** ****

(AS OF: 01/03/72)

INTELLECTUAL DEVELOPMENT	BRIGHT
PRESENTING PROBLEMS	SLEEPING SOCIAL RELATIONS DISTURBANCE WITH FAMILY OTHER THAN THE IMMEDIATE AND WITH OTHER PEOPLE SOCIAL PERFORMANCE DISTURBANCE—JOB DAILY ROUTINE AND LEISURE TIME IMPAIRMENT SUICIDAL THOUGHTS DEPRESSED MOOD, INFERIORITY SOCIAL WITHDRAWAL, ISOLATION SUSPICION, PERSECUTION DELUSIONS HALLUCINATIONS ANGER, BELIGERENCE, NEGATIVISM SEXUAL PROBLEMS DRUG ABUSE SPEECH DISORGANIZATION, INCOHERENCE INAPPROP. AFFECT, APPEARANCE, BEHAVIOR
PROBLEM DURATION	LESS THAN 1 YEAR
OVERALL SEVERITY OF CONDITION	SLIGHT

PATIENT SUMMARY OF DIRECT SERVICE RECEIVED

FROM: JAN. 3, 1972

TO: JUNE 1, 1972

Patient Name: Stewart, Nancy
Case Number: 123456

DATE OF CONTRACT	TYPE OF SERVICE	TIME SPENT HR:MIN	CONTACT CLINICIAN	UNIT RENDERING SERVICE	IN DIS
01/03/72	CRISIS INTERVEN.	2:00	7—M. BROWN	OUTPATIENT CLINIC	HOLD
01/03/72	MEDICATION (CHEMOTHERAPY)	:05	7—M. BROWN	OUTPATIENT CLINIC	HOLD
01/10/72	PSYCHIATRIC, PSYCHOLOGICAL AND SOCIAL EVAL.	2:30	7—M. BROWN	OUTPATIENT CLINIC	HOLD
01/15/72	INDIVIDUAL THERAPY	1:15	7—M. BROWN	OUTPATIENT CLINIC	HOLD
02/06/72	CRISIS INTERVEN.	1:00	9—L. PARK	OUTPATIENT CLINIC	REFER T UNIT
02/06/72	MEDICATION (CHEMOTHERAPY)	:05	4—G. LORNE	WARD 215	HOLD
02/25/72	INPATIENT CARE		6—F. POUND	WARD 215	HOLD
03/02/72	GROUP THERAPY	1:00	6—F. POUND	WARD 215	HOLD
03/06/72	MEDICATION (CHEMOTHERAPY)	:05	4—G. LORNE	WARD 215	HOLD
03/20/72	INDIVIDUAL THERAPY	1:00	4—G. LORNE	WARD 215	HOLD
04/01/72	MEDICATION (CHEMOTHERAPY)	:05	4—G. LORNE	WARD 215	REFER T CLINIC
04/07/72	INDIVIDUAL THERAPY	1:00	2—P. FITCH	OUTPATIENT CLINIC	HOLD
04/25/72	MEDICATION (CHEMOTHERAPY)	:05	2—P. FITCH	OUTPATIENT CLINIC	HOLD
05/15/72	MEDICATION (CHEMOTHERAPY)	:10	2—P. FITCH	OUTPATIENT CLINIC	HOLD
06/01/72	INDIVIDUAL THERAPY	1:05	2—P. FITCH	OUTPATIENT CLINIC	DISCONT

Human Services Monograph Series • No. 1, June 1976 143

PATIENT SUMMARY OF DIRECT SERVICE RECEIVED

FROM: JAN. 3, 1972

TO: JUNE 1, 1972

art, Nancy
56

TYPE OF SERVICE	TIME SPENT HR:MIN	CONTACT CLINICIAN	UNIT RENDERING SERVICE	INTENDED DISPOSITION
S INTERVEN.	2:00	7--M. BROWN	OUTPATIENT CLINIC	HOLD
CATION (MOTHERAPY)	:05	7--M. BROWN	OUTPATIENT CLINIC	HOLD
HIATRIC, HOLOGICAL AND AL EVAL.	2:30	7--M. BROWN	OUTPATIENT CLINIC	HOLD
IDUAL THERAPY	1:15	7--M. BROWN	OUTPATIENT CLINIC	HOLD
S INTERVEN.	1:00	9--L. PARK	OUTPATIENT CLINIC	REFER TO INPATIENT UNIT
CATION (MOTHERAPY)	:05	4--G. LORNE	WARD 215	HOLD
PIENT CARE		6--F. POUND	WARD 215	HOLD
JP THERAPY	1:00	6--F. POUND	WARD 215	HOLD
CATION (MOTHERAPY)	:05	4--G. LORNE	WARD 215	HOLD
IDUAL THERAPY	1:00	4--G. LORNE	WARD 215	HOLD
CATION (MOTHERAPY)	:05	4--G. LORNE	WARD 215	REFER TO OUTPATIENT CLINIC
IDUAL THERAPY	1:00	2--P. FITCH	OUTPATIENT CLINIC	HOLD
CATION (MOTHERAPY)	:05	2--P. FITCH	OUTPATIENT CLINIC	HOLD
CATION (MOTHERAPY)	:10	2--P. FITCH	OUTPATIENT CLINIC	HOLD
IDUAL THERAPY	1:05	2--P. FITCH	OUTPATIENT CLINIC	DISCONTINUE SERVICE

APPENDIX F

THE ELUSIVE UNIT OF SERVICE

MONTH: March, 1976

TYPE OF SERVICE

Clinician Type	Intake	Indiv. Psych.	Group, etc.	TOTAL
Psych.	100(1) 2000(2)			
Psychol.				
Nurses				
S.W.				
Psych. Aides				
Med Students				
Others				
TOTAL				

Key 1 = Number of Contacts

Key 2 = Total Time Spent In Minutes (Could be Converted to Hrs.)

MSIS STARGEN OUTPUT

NUMBER OF CONTACTS (RAW) AND TOTAL TIME SPENT (WT1) IN EACH TYPE OF SERVICE RENDERED BY CLINICIAN FROM 1/01/72-6/01/72

**TOTAL TIME (MINUTES)
SPENT DURING = WT1
CONTACTS ENTRY**

ROWS = CMHC CLINICIANS COLUMNS = CMHC TYPE OF SERVICE

	INITIAL INTER	PSYCH EVAL	INDIV THERAPY	GROUP THERAPY	FAMILY THERAPY	COUPLE THERAPY	DRUG THERAPY	FAMGRP THERAPY	CCPGRP THERAPY	OTHERS	DB AND M
L. JONES	6 290.00	2 68.00	173 8190.00	326 3825.90	1 50.00	6 240.00	8 160.00			2 120.00	10 305.00
J. DOE	5 300.00	1 45.00	215 11195.00	124 2325.60	56 2975.00	30 1740.00			1 14.40	2 90.00	13 524.40
L. SACK		2 35.00	2 130.00								
P. POST		1 10.00	43 2070.00	10 98.00	2 100.00	3 150.00					
R. FINK	4 200.00	1 40.00	167 7900.00	94 1457.50	11 520.00	8 390.00			14 158.40		6 180.00
J. LOGAN			52 2575.00	38 495.00		1 50.00	1 15.00				
H. REED	2 100.00		226 10049.10	55 957.90	3 160.00	15 600.70		1 16.50			4 150.00
A. SMITH	5 265.00		170 6955.00	145 2363.10	6 360.00	8 460.00					9 297.50
K. LINK			50 2325.00	18 337.20	4 200.00	2 40.00					
S. ROSS	1 60.00		28 1230.00	152 1792.80		13 399.80			4 60.00	1 45.00	2 90.00
COLUMN SUMS	23 1215.00	7 198.00	1126 52619.00	962 13653.00	83 4365.00	86 4070.50	9 175.00	1 16.50	19 232.80	5 255.00	44 1546.90

Human Services Monograph Series • No. 1, June 1976 145

OF CONTACTS (RAW) AND TOTAL TIME SPENT (WT1) IN EACH TYPE OF SERVICE RENDERED BY CLINICIAN FROM 1/01/72-6/01/72

(ES)
 ING = WT1
 CTS ENTRY

NS COLUMNS = CMHC TYPE OF SERVICE

PSYCH EVAL	INDIV THERAPY	GROUP THERAPY	FAMILY THERAPY	COUPLE THERAPY	DRUG THERAPY	FAMGR THERAF	CCPGRF THERAPY	OTHERS	DB ANDM	ROW SUMS	KEY
2 68.00	173 8190.00	326 3825.90	1 50.00	6 240.00	8 160.00			2 120.00	10 305.00	534 13248.90	RAW WT1
1 45.00	215 11195.00	124 2325.60	56 2975.00	30 1740.00			1 14.40	2 90.00	13 524.40	447 19209.40	RAW WT1
2 35.00	2 130.00									4 165.00	RAW WT1
1 10.00	43 2070.00	10 98.00	2 100.00	3 150.00						59 2418.00	RAW WT1
1 40.00	167 7900.00	94 1457.50	11 520.00	8 390.00			14 158.40		6 180.00	305 10845.90	RAW WT1
	52 2575.00	38 495.00		1 50.00	1 15.00					92 3135.00	RAW WT1
	226 10049.10	55 957.90	3 160.00	15 600.70		1 16.50			4 150.00	306 12034.20	RAW WT1
	170 6955.00	145 2363.10	6 360.00	8 460.00					9 297.50	343 10700.60	RAW WT1
	50 2325.00	18 337.20	4 200.00	2 40.00						74 2902.20	RAW WT1
	28 1230.00	152 1792.80		13 399.80			4 60.00	1 45.00	2 90.00	201 3677.60	RAW WT1
7 198.00	1126 52619.00	962 13653.00	83 4365.00	86 4070.50	9 175.00	1 16.50	19 232.80	5 255.00	44 1546.90	2365 78336.80	RAW WT1

APPENDIX F

MSIS STARGEN OUTPUT

**TYPE OF SERVICE RENDERED BY UNIT RENDERING SERVICE
FOR APPOINTMENTS THAT WERE KEPT 4/01/72-5/01/72**

ROWS = CMHC TYPE OF SERVICE
COLUMNS = CMHC SERVICE UNITS

	HOGAN	RYAN	BROOM	BEDFORD	RHODES	LOVELL	ROGERS	BROOKS	PREEN	STEIN	CHARLES	DB ANOM
INITIAL	221		1								3	
INTER	98.222		0.444								1.333	
	64.620		0.140								8.108	
PSYCH	107	4	1									2
EVAL	93.860	3.509	0.877									1.754
	31.287	1.351	0.143									40.000
INDIV	3	226	504	50	24	31	15	29	168	7		2
THERAPY	0.283	21.341	47.592	4.721	2.266	2.927	1.416	2.738	15.864	0.661		0.189
	0.877	76.351	72.310	32.258	66.667	63.265	5.119	27.619	43.979	7.071		40.000
GROUP		42	173	94		9	74	6	178	76		1
THERAPY		6.432	26.493	14.395		1.378	11.332	0.919	27.259	11.639		0.153
		14.189	24.821	60.645		18.367	25.256	5.714	46.597	76.768		20.000
FAMILY			1		2	9	23	1	16			
THERAPY			1.923		3.846	17.308	44.231	1.923	30.769			
			0.143		5.556	18.367	7.850	0.952	4.188			
COUPLE	11	24	13	7	9		12		13			
THERAPY	12.360	26.966	14.607	7.865	10.112		13.483		14.607			
	3.216	8.108	1.865	4.516	25.000		4.096		3.403			
DRUG			1	4					7	15	34	
THERAPY			1.639	6.557					11.475	24.590	55.738	
			0.143	2.581					1.832	15.152	91.892	
FAMILY					1							
GROUP					100.000							
THERAPY					2.778							
COLUMN	342	296	694	155	36	49	124	38	382	98	37	5
SUMS	15.16	13.12	30.76	6.87	1.60	2.17	5.50	1.68	16.93	4.34	1.64	.22
	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

146 Human Services Monograph Series • No. 1, June 1976

**TYPE OF SERVICE RENDERED BY UNIT RENDERING SERVICE
FOR APPOINTMENTS THAT WERE KEPT 4/01/72-5/01/72**

**SERVICE
BY UNIT**

RYAN	BROOM	BEDFORD	RHODES	LOVELL	ROGERS	BROOKS	PREEN	STEIN	CHARLES	DB ANOM	ROW SUMS	KEY
	1								3		225	RAW
	0.444								1.333		100.000	RPR
	0.140								8.108		9.014	RPC
4	1									2	114	RAW
3.509	0.877									1.754	100.000	RPR
1.351	0.143									40.000	4.567	RPC
226	504	50	24	31	5		168	7		2	1059	RAW
1.341	47.592	4.721	2.266	2.927	1.4		15.864	0.661		0.189	100.000	RPR
5.351	72.310	32.258	66.667	63.265	5.119	27.619	43.979	7.071		40.000	42.428	RPC
42	173	94		9	74	6	178	76		1	653	RAW
5.432	26.493	14.395		1.378	11.332	0.919	27.259	11.639		0.153	100.000	RPR
4.189	24.821	60.645		18.367	25.256	5.714	46.597	76.768		20.000	26.162	RPC
	1		2	9	23	1	16				52	RAW
	1.923		3.846	17.308	44.231	1.923	30.769				100.000	RPR
	0.143		5.556	18.367	7.850	0.952	4.188				2.083	RPC
24	13	7	9		12		13				89	RAW
5.966	14.607	7.865	10.112		13.483		14.607				100.000	RPR
8.108	1.865	4.516	25.000		4.096		3.403				3.566	RPC
	1	4					7	15	34		61	RAW
	1.639	6.557					11.475	24.590	55.738		100.000	RPR
	0.143	2.581					1.832	15.152	91.892		2.444	RPC
			1								1	RAW
			100.000								100.000	RPR
			2.778								0.040	RPC
296	694	155	36	49	124	38	382	98	37	5	2256	RAW
13.12	30.76	6.87	1.60	2.17	5.50	1.68	16.93	4.34	1.64	.22	100.000	RPR
00.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.000	RPC

THE ELUSIVE UNIT OF SERVICE

APPENDIX G

NEW YORK STATE UNIT OF SERVICE PROJECT PROPOSED UNITS

CRITERIA FOR UNITS

1. Type of Units

"Planning" Units—Units used to record the kind of activities and materials that go into the provisioning of a service (sometimes called *"Input" Units*)

"Product" Units—Units used to record the results of a service (sometimes called *"Output" Units*)

2. A unit must be described such that it can be *recorded*.
3. The unit should be readily understood by the worker providing the service and consistent with local practice.
4. A unit must be *measurable*.
5. A unit must be supportive of the objectives in the Comprehensive Annual Services Program (CASP) Plan.

Service Name: Adoption

Planning Units

- One (1) hour of adoptive family recruitment
- One (1) hour of counseling for adoptive parents
- One (1) hour of training for prospective and approved adoptive parents
- One (1) hour of supervision or evaluation of adopted children

Product Units

- One (1) adoptive placement
- One (1) completed adoption
- One (1) adoptive family approved
- One (1) child surrendered

THE ELUSIVE UNIT OF SERVICE

- One (1) hour of assistance in supporting surrender, including instituting legal procedures

Service Name: Adult Education

Planning Units

- One (1) hour of classroom instruction
- One (1) classroom session
- One (1) reading test
- One (1) oral placement test

Product Units

- One (1) completion of literacy course as measured by standard reading test or other approved method
- One (1) enrollment in extended education course

Service Name: Day Care for Children

Planning Units

- One (1) half-day, In-Home care
- One (1) full day, In-Home care
- One (1) half-day, Family Home care
- One (1) full day, Family Home care
- One (1) half-day, Group Home care
- One (1) full day, Group Home care
- One (1) half-day, Day Care Center
- One (1) full day, Day Care Center
- One (1) hour of assessing the need for or arranging for Day Care
- One (1) hour of evaluating, recruiting and licensing, Day Care provider

Product Units

- One (1) parent freed to seek employment
- One (1) parent working or in training for work
- One (1) parent freed to receive medical services
- One (1) child in a protective setting
- One (1) Day Care provider recruited and licensed

Service Name: Educational Services*Planning Unit*

- One (1) hour of assessing the need for, arranging for or evaluating the impact of educational services

Product Unit

- One (1) arrangement for counseling or training

Service Name: Employment Services*Planning Units*

- One (1) hour of counseling
- One (1) hour of arranging for vocational education or training
- One (1) hour of arranging for supportive services

Product Units

- One (1) arrangement for vocational education
- One (1) arrangement for training
- One (1) employment placement
- One (1) arrangement for supporting services to gain or retain employment

Service Name: Family Planning*Planning Units*

- One (1) hour of counseling
- One (1) hour of providing social and educational services
- One (1) hour medical diagnosis or treatment
- One (1) hour of arranging for social, medical and educational services

Product Units

- One (1) arrangement for educational, medical or social services
- One (1) item of printed material distributed
- One (1) plan for optimizing family size
- One (1) medical device or procedure

Service Name: Foster Care for Children*Planning Units*

- One (1) medical examination
- One (1) hour of counseling with natural parents
- One (1) hour of special services provided by foster parents
- One (1) hour of assessing the need for or arranging for Foster Care
- One (1) hour of recruiting Foster Care homes or facilities

Product Units

- One (1) placement in Foster Care
- One (1) Foster Care home or facility recruited
- One (1) child returned to own home
- One (1) child freed for adoption

THE ELUSIVE UNIT OF SERVICE

- One (1) hour of supervision or evaluation of a child in Foster Care
- One (1) hour of arranging for other needed services

Service Name: Foster Care for Adults

Planning Units

- One (1) hour of assessing the need for or arranging for Foster Care
- One (1) hour of recruiting Foster Care homes or facilities
- One (1) hour of supervision or evaluation of an adult in Foster Care
- One (1) hour of arranging for other needed services

Product Units

- One (1) placement in Foster Care
- One (1) Foster Care home or facility recruited
- One (1) year of Foster Care

Service Name: Health Related Services

Planning Unit

- One (1) hour of assessing need for, arranging for or following-up of health services

Product Units

- One (1) employed individual
- One (1) client sustaining self-care
- One (1) individual placed in medical institution
- One (1) arrangement for health services

Service Name: Homemaker Services

Planning Units

- One (1) hour of assessing the need for, arranging for or evaluating homemaker services
- One (1) hour of personal care services
- One (1) hour of home management by a trained homemaker

Product Units

- One (1) individual able to resume management of own home
- One (1) family remaining intact
- One (1) individual able to remain in own home

ES Human Services Monograph Series • No. 1, June 1976

Service Name: Home Management Services*Planning Units*

- One (1) hour of assessing the need for, arranging for or evaluating home management services
- One (1) hour of instruction in home management by a caseworker, home economist, or trained homemaker

Product Unit

- One (1) individual with increased capability to manage own home.

Service Name: Housekeeper/Chore*Planning Units*

- One (1) hour of assessing the need for, arranging for or evaluating housekeeper/chore services
- One (1) hour of performing light work or household tasks

Product Units

- One (1) individual maintaining employment
- One (1) individual seeking employment
- One (1) individual optimally functioning in own home
- One (1) individual able to remain in own home

Service Name: Housing Improvement*Planning Units*

- One (1) hour of arranging for housing repairs
- One (1) hour of searching for alternative housing
- One (1) hour of arranging for alternative housing
- One (1) hour of arranging for other services

Product Units

- One (1) safe and/or adequate house
- One (1) alternative house identified
- One (1) alternative housing arrangement

Service Name: Information & Referral*Planning Units*

- One (1) referral
- One (1) provision of information
- One (1) hour of assessing, need for, arranging for and following-up service by a community resource

Product Units

- One (1) referred individual
- One (1) individual initiating service with a community resource
- One (1) informed individual
- One (1) directory of resources

THE ELUSIVE UNIT OF SERVICE

- One (1) hour of identifying community resources, preparing or updating community resource directory

prepared and/or maintained

Service Name: Preventive Services

Planning Units

- One (1) hour of counseling
- One (1) meal prepared and delivered
- One (1) hour arranging for other services
- One (1) hour assessing the need for, arranging for or evaluating preventive counseling
- One (1) hour of day treatment

Product Units

- One (1) individual able to optimally function in own home
- One (1) stabilized family situation

Service Name: Protective Services for Adults

Planning Units

- One (1) hour of identification, investigation, or diagnosis of potential client's situation
- One (1) hour of arranging for other services
- One (1) hour of counseling
- One (1) hour of functioning as a conservator, representative or protective payee

Product Units

- One (1) adult able to remain in community setting
- One (1) adult placed in an institutional setting
- One (1) adult with increased capacity for self-care
- One resolution of risk situation

Service Name: Protective Services for Children

Planning Units

- One (1) hour of investigation
- One (1) hour of diagnosis
- One (1) hour of counseling
- One (1) hour of shelter identification
- One (1) hour of arranging for emergency shelter
- One (1) hour of legal representation

Product Units

- One (1) stabilized family situation
- One (1) placement in emergency shelter
- One (1) resolution of risk situation
- One (1) shelter identified

- One (1) hour of arranging for other services
- One (1) day of emergency shelter

Service Name: Crisis Adjustment

Planning Units

- One (1) hour of assessing the need for, arranging for and evaluating recreational and other leisure time programs
- One (1) hour of assessing need for, arranging and evaluating need for other services

Product Units

- One (1) child behavior problem resolved
- One (1) parent-child conflict resolved
- One (1) personal or family dysfunctioning corrected
- One (1) marital conflict resolved
- One (1) blind client functioning optimally
- One (1) handicapped person functioning optimally
- One (1) volunteer placed

Service Name: Social Group Services for Senior Citizens

Planning Units

- One (1) hour of assessing the need for socialization and companionship services to senior citizens
- One (1) hour of providing socialization and companionship services to senior citizens

Product Unit

- One (1) hour of senior citizen participation

Service Name: Transportation

Planning Units

- One (1) hour of arranging for transportation services
- One (1) one way trip using public transportation
- One (1) one way trip using private transportation

Product Unit

- One (1) individual transported to community services

THE ELUSIVE UNIT OF SERVICE

Service Name: Unmarried Parents

Planning Units

- One (1) hour of counseling to unmarried parents
- One (1) hour of arranging for care of mother and child
- One (1) hour of arranging for other services

Product Units

- One (1) resolution of the pregnancy
- One (1) legally identified father who assumes support payments
- One (1) plan for future care of a child