

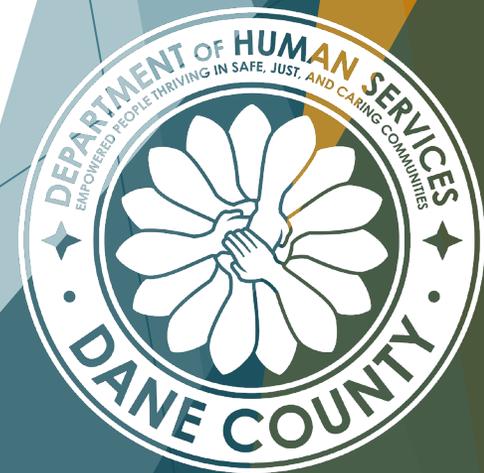
Vision: Next 2021-2026

2021 Highlights



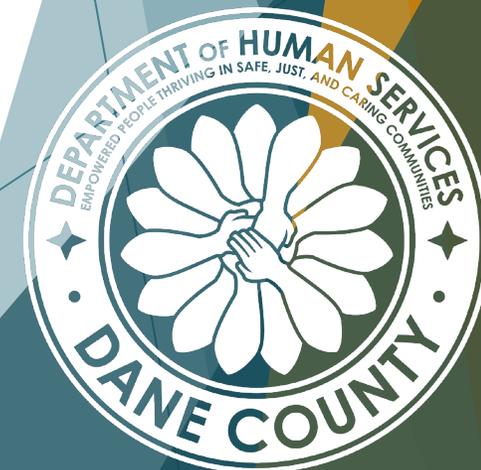
Vision, Mission, and Values

- ▶ **VISION:** *Empowered people thriving in safe, just, and caring communities.*
- ▶ **MISSION:** *Provide access to effective, innovative, and evidence-based services and resources that support wellbeing, opportunities to thrive, safety, and justice to persons of all backgrounds.*
- ▶ **VALUES**
 - ▶ *Accountability and transparency*
 - ▶ *Collaboration*
 - ▶ *Racial justice*
 - ▶ *Diversity*
 - ▶ *Empathy*
 - ▶ *Growth and learning*



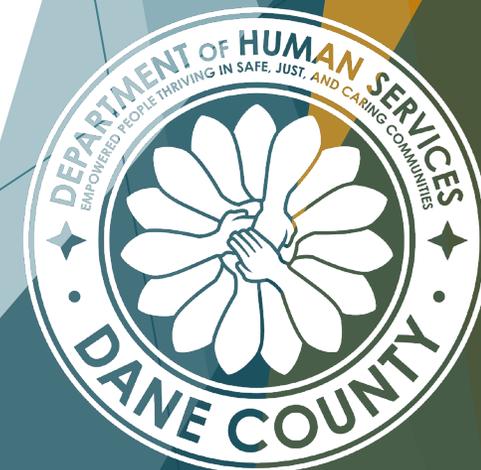
DCDHS Priorities

<p>1 <i>Advance Racial Justice</i></p>	<p>Advance racial justice in Dane County through the programs we fund, the services and resources we provide, and how we recruit and retain staff of color.</p>
<p>2 <i>Promote Organizational Culture</i></p>	<p>Create, strengthen, and support an organizational culture that exemplifies our core values in which employees feel empowered, respected, and valued.</p>
<p>3 <i>Modernize Internal Infrastructure</i></p>	<p>Enhance computer systems, program evaluation infrastructure, contract management processes, and communications strategy to enable and facilitate data driven decision-making and effective collaboration.</p>
<p>4 <i>Strengthen Our Partnerships</i></p>	<p>Build trusting collaborative partnerships, internally and externally, to ensure the Department meets the needs of all communities in innovative and effective ways.</p>
<p>5 <i>Innovate and Build Systemic Solutions to Our Communities' Challenges</i></p>	<p>Innovate and build systemic solutions that reduce multi-system involvement for individuals with behavioral health needs or facing housing instability, in which individuals receive culturally competent and person-centered services.</p>



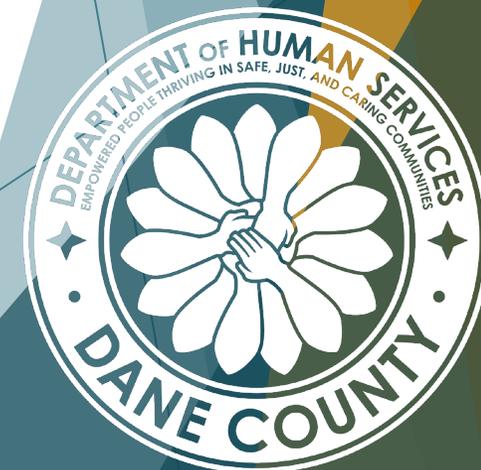
2021 Tactics – Advance Racial Justice

<i>Priority 1 - Advance racial justice</i>		
Partner with YWCA to offer learning opportunities for DCDHS staff and management.		DCDHS and YWCA launched their partnership in early 2021. Three cohorts of DCDHS staff have participated in training, affinity circles have launched, and DCDHS M-team will begin their training in early 2022.
Evaluate hiring processes for CYF and PEI to identify opportunities to shorten the hiring timeline.		A work group of PEI, CYF, and ER staff have reviewed the hiring process and identified some efficiencies. Their work will continue into 2022.
Develop baseline measures of staff diversity, a process for compiling and monitoring data, and develop communications to increase transparency. ¹		DCDHS is excited to release available 2020 and 2021 data to the public and DCDHS staff, which can be found on the Department's Reports page under the header "DCDHS Staffing"



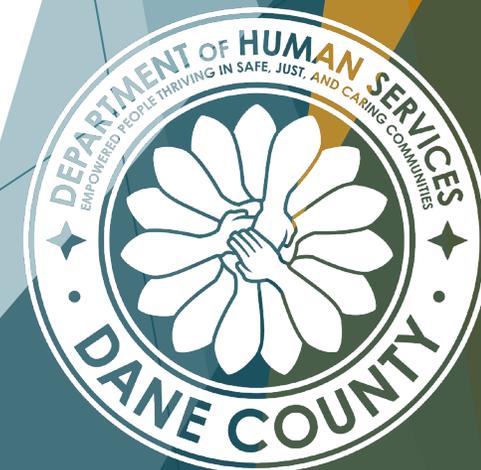
2021 Tactics – Promote Organizational Culture

<i>Priority 2 - Promote organizational culture</i>		
Develop and launch employee workgroups to make recommendations on 2022 strategic priority tactics and to monitor achievement of the 2021 tactics.		Strategic Tactic Teams (STT) for each priority area kicked off in late August. They presented tactic recommendations in early October and project plans in early November. This work will continue through the 5-year strategic plan timeframe.
Evaluate and implement any recommended changes to the quarterly new employee orientation that provides new staff an overview of the Department.		There were some significant changes to NEO in 2020. In 2021, as a result of feedback, the format was modified to provide less details about each Division and to allow more time for participant questions.



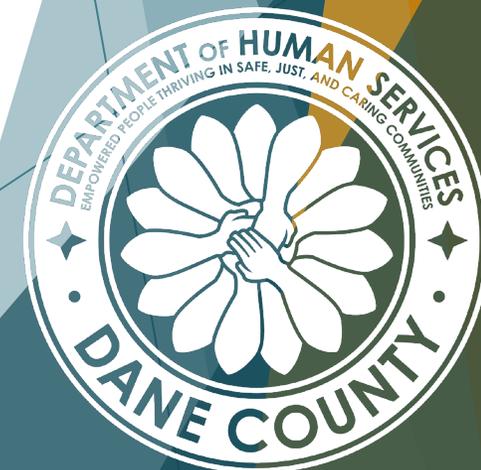
2021 Tactics – Modernize Internal Infrastructure

<i>Priority 3 - Modernize internal infrastructure</i>		
Create a repository of project management resources available within network drives that staff can use to guide projects.		DCDHS IT has developed many project management resources for IT-related projects. These templates have informed non-IT project management approaches, such as that used by the Strategic Tactic Teams.
Develop a project portfolio plan that adds transparency to the status of ongoing project work and requested project work for prioritization.		DCDHS IT has developed a portfolio of prioritized and requested projects and has lead discussions with M-team quarterly in 2021. This process will continue in 2022.
Identify common outcomes across similar types of programs.		Planning & Evaluation staff have needed to delay this project to support other Department needs and priorities.



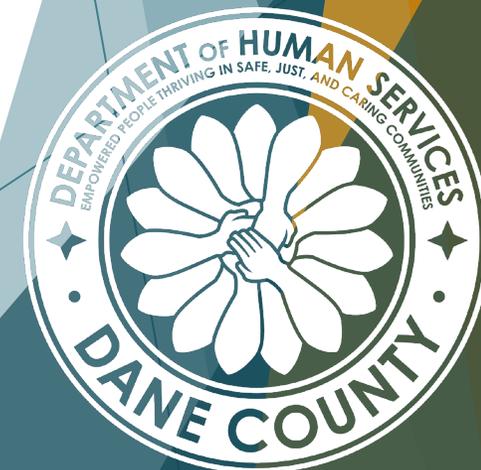
2021 Tactics – Strengthen our Partnerships

<i>Priority 4 - Strengthen our partnerships</i>		
Launch a new website.		The redesigned website launched on May 17, 2021. The new site offers translation dropdowns, is mobile friendly, and provides simplified and streamlined menus and content.
Begin outreach to community stakeholder groups, those who contract with us and those who do not, to seek input into topics they might find helpful to develop their capacity for county-funded work.		DCDHS reached out to a variety of stakeholders and had discussions in July and August about topics they would find helpful to develop their capacity for county-funded work.
Inventory formal and informal opportunities clients have to provide input on programs and resources.		Planning & Evaluation staff completed this inventory in the third quarter of 2021.



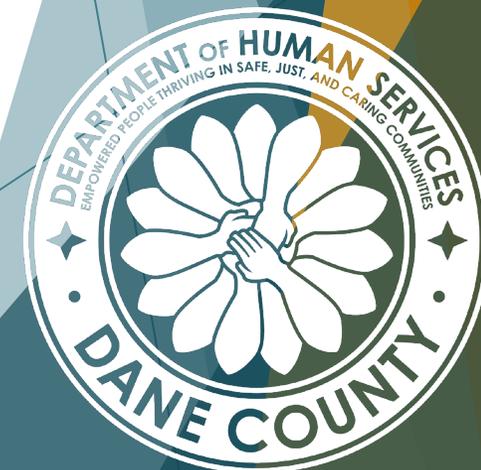
2021 Tactics – Innovate and Build Systemic Solutions

<i>Priority 5 - Innovate and build systemic solutions to our communities' challenges</i>		
Contract with an entity to develop recommendations on design and operation of behavioral health triage and restoration center.		DCDHS contracted with Recovery Innovations, Inc. in mid-2021. RI Inc. presented their recommendations to the Dane County Health and Human Needs Committee on 10/25/21 and their Implementation Report is posted online.
Use the Managers and Supervisors Roundtable meetings to share info across Divisions and units.		There have been 5 meetings in 2021 which provided supervisors and managers across the Department a forum to share information with each other.



Strategic Tactic Teams (STT)

- ▶ Values to achieve through the STT work:
 - ▶ Enhance collaboration across the Department, between Divisions, and between roles
 - ▶ Create an inclusive culture by authentically bringing diverse voices and perspectives into discussions and decision-making
 - ▶ Individual employee growth and learning as well as an opportunity for the Department to grow and learn how to manage cross-department collaborative workgroups and create ways to seek input from staff
- ▶ 51 employees from all 8 divisions were involved
- ▶ Early October – tactic options papers
- ▶ Early November – project plans



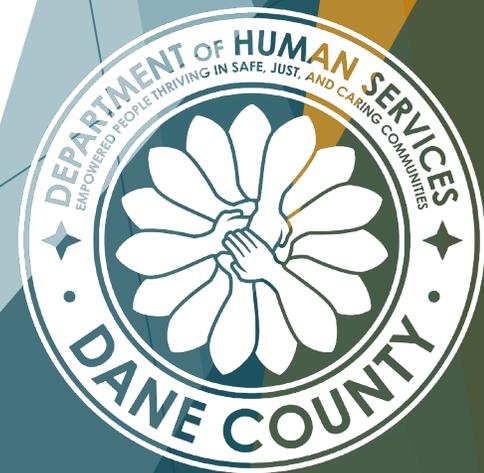
2022 Tactics

Priority 1 - Advance racial justice

- ▶ Continue partnership with YWCA to provide equitable leadership series for all managers and supervisors in 2022.
- ▶ Develop written policies, practices, and procedures to provide effective, equitable, and respectful quality language access services.
- ▶ Complete foundational work (training and policy discussions) to enable the development and implementation of a Racial Equity Social Justice (RESJ) Toolkit in 2023.

Priority 2 - Promote organizational culture

- ▶ Each Division will create a “culture plan” that outlines how to promote the culture we seek. These plans will be based on STT work, employee feedback, and Division business needs.
- ▶ Create planning committee and complete necessary planning and policy work by the end of 2022 to implement a peer awards program.



2022 Tactics (cont.)

Priority 3 - Modernize internal infrastructure

- ▶ Define the scope for an RFP to engage an external consultant to evaluate state of overall DCDHS IT infrastructure.
- ▶ Select an external consultant for this engagement.

Priority 4 - Strengthen our partnerships

- ▶ Examine potential tools to measure the strength of partnerships and actions to increase the strength and effectiveness of partnerships.
- ▶ By fourth quarter 2022 launch “lunch and learn” virtual meetings for staff and partners to talk about programs and services offered.

Priority 5 - Innovate and build systemic solutions to our communities' challenges

- ▶ Plan and launch the Department reorganization to create the Behavioral Health Division.
- ▶ In the first quarter of 2022 publish a Resource Directory. This Resource Directory will provide all staff with a foundational knowledge of the breadth of services and resources that DCDHS has available and a point of contact for them.

