



Vision: Next 2021-2026

Dane County Department of Human Services

Agenda

- ▶ What is a good strategic plan?
- ▶ How were employees and stakeholders involved?
- ▶ How did we create Vision: Next?
- ▶ Vision, Mission, and Values
- ▶ Strategic Priorities
- ▶ Did we do what we set out to do?
- ▶ What is Next?
- ▶ Questions?



What is a Good Strategic Plan again?!?



- ▶ Results in Vision and Mission statements that are aspirational and ambitious
- ▶ Identifies 3-5 high level strategic priorities that cut across all or most of the Department's work.
- ▶ Involves employees, citizens, customers, and human services stakeholders
- ▶ Drives future decision making at all levels of the organization
- ▶ Does not speak to everything DCDHS does

How did we Create Vision: Next?

When	What
May - July, 2020	Creation of the new Vision, Mission, and Values
July - September, 2020	Stakeholder Interviews
September - October, 2020	Stakeholder and Community Surveys
November, 2020	Community Listening Sessions
November, 2020	SWOT List Compilation
December, 2020	Employee SWOT Survey
September - December, 2020	Data Compilation

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

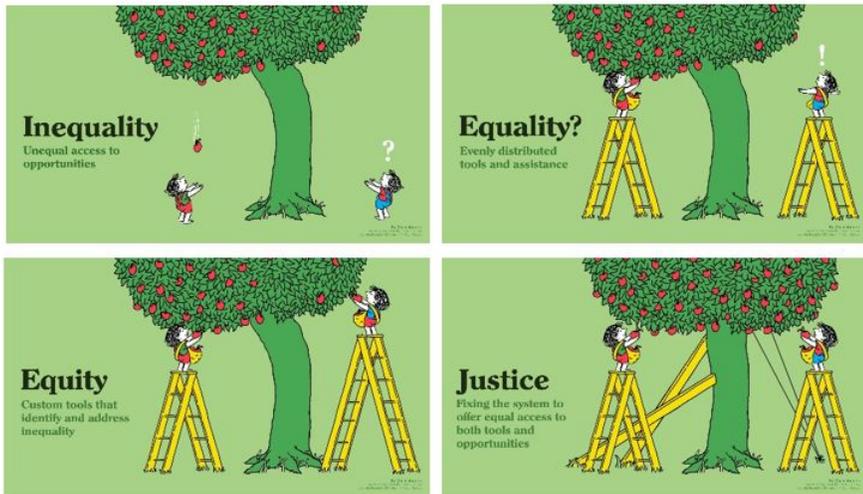
VALUES:

- ▶ Accountability & Transparency
- ▶ Collaboration
- ▶ Racial Justice
- ▶ Diversity
- ▶ Empathy
- ▶ Growth & Learning

DCDHS Strategic Priorities

<p>1 Advance Racial Justice</p>	<p><i>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.</i></p>
<p>2 Promote Organizational Culture</p>	<p><i>Create, strengthen, and support an organizational culture that exemplifies our core values in which employees feel empowered, respected, and valued.</i></p>
<p>3 Modernize Internal Infrastructure</p>	<p><i>Enhance computer systems, program evaluation infrastructure, contract management processes, and communications strategy to enable and facilitate data driven decision-making and effective collaboration.</i></p>
<p>4 Strengthen Our Partnerships</p>	<p><i>Build trusting collaborative partnerships, internally and externally, to ensure the Department meets the needs of all communities in innovative and effective ways.</i></p>
<p>5 Innovate and Build Systemic Solutions to Our Communities' Challenges</p>	<p><i>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.</i></p>

Priority 1 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.



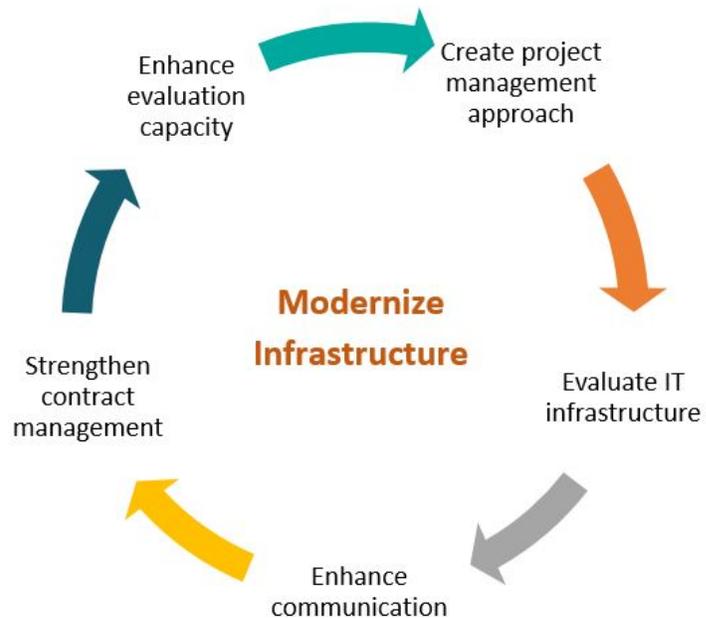
- ▶ Enhance organizational commitment and focus on racial equity through department-wide trainings and conversations to develop shared understanding, enhance individual commitment, and build staff and organizational capacity.
- ▶ Make changes to recruitment and hiring policies and procedures to increase retention, trust, and racial and ethnic diversity of staff.
- ▶ Apply a racial justice lens to decision-making.
- ▶ Expand the Purchase of Service (POS) network to include more providers of color.
- ▶ Examine our policies and procedures for interpretation and translation to improve access for all members of the community.

Priority 2 Create, strengthen, and support an organizational culture that exemplifies our core values in which employees feel empowered, respected, and valued.

- ▶ Engage employees in policy and process development in meaningful and intentional ways that breaks down programmatic silos and effectively utilizes their skills, knowledge, and abilities.
- ▶ Enhance internal communications for increased accountability and transparency.
- ▶ Ensure performance reviews are timely, meaningful, and encourage employee professional development.
- ▶ Develop, formalize, and implement on-boarding and off-boarding procedures.
- ▶ Develop and implement recognition practices that increase staff engagement and retention.



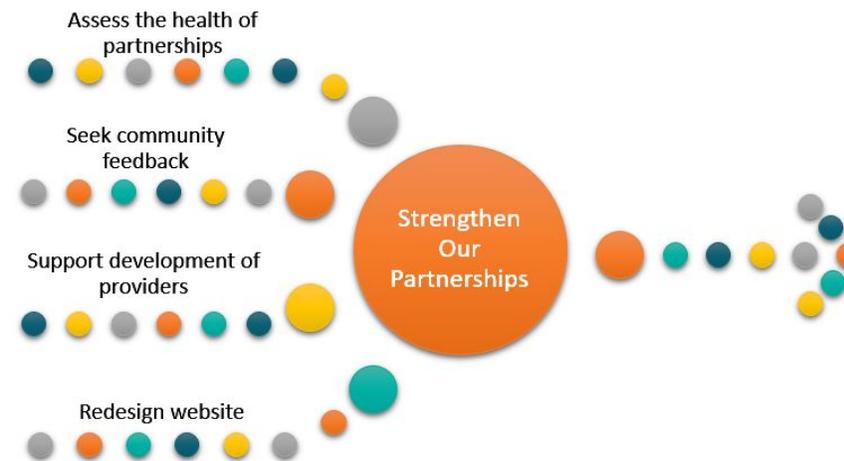
Priority 3 Enhance computer systems, program evaluation infrastructure, contract management processes, and communications strategy to enable and facilitate data driven decision-making and effective collaboration.



- ▶ Create a project management approach to effectively prioritize our portfolio of projects (both IT and non-IT) and provide infrastructure necessary for innovation and collaboration.
- ▶ Evaluate information technology (IT) infrastructure needs to reduce manual work, enhance data analytics, and support innovation.
- ▶ Design a department-wide communications approach and develop internal and external communications protocols.
- ▶ Strengthen contract management best practices.
- ▶ Enhance program and outcome evaluation infrastructure.

Priority 4 Build trusting collaborative partnerships, internally and externally, to ensure the Department meets the needs of all communities in innovative and effective ways.

- ▶ Assess the health of our current partnerships and identify ways to strengthen or expand those partnerships.
- ▶ Seek feedback on the experience of our clients to broaden the community and lived-experience voice in service delivery.
- ▶ Support training and development needs of contracted and non-contracted providers across the county to strengthen their performance.
- ▶ Redesign our website as an engagement and information-sharing tool for clients, DCDHS staff, and others throughout the community.



Priority 5 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.



- ▶ Design and launch a Behavioral Health Triage and Restoration Center.
- ▶ Partner to develop a purpose-built shelter for those experiencing homelessness with adequate case management services and resource connections.
- ▶ Increase the number of affordable housing units and make those units more accessible to people with a less-than-perfect housing history.
- ▶ Build staff awareness of programs and resources across the Department to enable appropriate referrals and warm handoffs.
- ▶ Create and implement a holistic approach that connects individuals to preventive services and resources at the time they are needed.

What is Next?

- ▶ The priorities outlined will necessitate change in all Department Divisions.
- ▶ Priorities are large and aspirational and will require a great deal of focus, intention, and resources in the coming years.
- ▶ Strategic Tactic Teams – cross-department collaborative workgroups to help us identify tactics and monitor progress on initiatives.



Questions?



- ▶ You can find the full plan at:
<https://strategic-plan.dcdhs.com/documents/pdf/VisionNext-final.pdf>
- ▶ If we are unable to answer your question today, you are welcome to send your question to
Dickinson.Michele@countyofdane.com
- ▶ Answers will be posted at:
<https://strategic-plan.dcdhs.com/>