


DCDHS Vision: Next Update

Presentation to HHN Committee, April 10, 2023




Vision: Next - Vision, Mission, & 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
- Acknowledgement**
 - DCDHS acknowledges the harm caused by systems that contribute to socio-economic and other disparities and inequitable outcomes, especially among communities of color. DCDHS understands that these systems still exist and seeks to chart a path of improvement by committing to a new aspirational vision, mission, and set of values.

Vision: Next - Priorities



- Advance Racial Justice**
 - 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.
- Promote Organizational Culture**
 - Create, strengthen, and support an organizational culture in which employees feel empowered, respected, and valued.
- Modernize Internal Infrastructure**
 - Enhance computer systems, program evaluation infrastructure, contract management processes, and communication strategy to enable and facilitate data driven decision-making and effective collaboration.
- Strengthen our Partnerships**
 - Build trusting collaborative partnerships, internally and externally, to ensure the Department meets the needs of all communities in innovative and effective ways.
- Innovate and Build Systemic Solutions to our Communities' Challenges**
 - 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.

2022 Tactics - Advance Racial Justice



<i>Priority 1 - Advance racial justice</i>		
Continue partnership with YWCA to provide equitable leadership series for managers and supervisors in 2022.		20 (21.3%) managers and supervisors completed the equitable leadership series in 2022. This training opportunity will continue into 2023.
Developing written policies, practices, and procedures to provide effective, equitable, and respectful quality language access services (in process).		This work will continue into 2023. In 2022 DCDHS created a cross-Department workgroup to assess language access and civil rights policies and procedures in a selected subset of programs. That workgroup presented a final report for M-team on 12/9/22 with recommendations for next steps. The Department was able to successfully add a Language Access Coordinator position in the 2023 budget.
Complete foundational work (training and policy discussions) to enable the development and implementation of a Racial Equity Social Justice (RESJ) Toolkit in 2023.		M-team completed the YWCA Equitable Leadership series in May of 2022. Going forward, Divisions will continue to lead policy discussions regarding equity to craft solutions based on the unique needs of each program. The Department will continue to learn as Divisions explore what works and doesn't for their program and service array.

2022 Tactics - Promote Organizational Culture



Priority 2 - Promote organizational culture

<p>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.</p>		<p>DCDHS completed the first steps of this project through a department-wide culture survey in April 2022 which had a 73.5% response rate. M-team reviewed and discussed the results and discovered that the Vision: Next strategic plan is a solid framework for culture, as are other Department plans like the Equity Plan. M-team has refocused on how they work together to demonstrate the values and behaviors we hope to see across the Department.</p>
<p>Create planning committee and complete necessary planning and policy work by the end of 2022 to implement a peer awards program.</p>		<p>The Peer Awards workgroup began their work in May 2022. The Peer awards program will launch in the first quarter of 2023.</p>

2022 Tactics - Modernize Internal Infrastructure



Priority 3 - Modernize internal infrastructure

<p>Define the scope for an RFP to engage an external consultant to evaluate state of overall DCDHS IT infrastructure.</p>		<p>A workgroup, under the leadership of FMS, has been meeting to define IT needs. Interviews with M-team members, program areas, and peer counties have provided valuable insights for next steps in 2023. An RFP may not be necessary for this work.</p>
<p>Select an external IT Consultant for this engagement.</p>		<p>Top candidates are currently under evaluation for selection for this engagement.</p>
<p>Hire a Communications Manager to enhance internal and external communication infrastructure.</p>		<p>The new DCDHS Communications Manager started in early July and has helped the Department make several notable changes in its communication strategy, with many more to come</p>

2022 Tactics - Strengthen our Partnerships



Priority 4 - Strengthen our partnerships

<p>Examine potential tools to measure the strength of partnerships and actions to increase the strength and effectiveness of partnerships.</p>		<p>This tactic was not prioritized in the course of 2022 because of other competing needs and the Department's leadership change.</p>
<p>By fourth quarter 2022 launch "lunch and learn" virtual meetings for staff and partners to talk about programs and services offered.</p>		<p>DCDHS announced that we were working toward this in early 2022 at the POS Leadership meeting. We learned there was not as much interest as we originally anticipated. We also learned that similar opportunities are happening in other programs within the Department and through other Dane County organizations. DCDHS continues to amplify the existing opportunities.</p>

2022 Tactics - Build Systemic Solutions



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

<p>Plan and launch the Department reorganization to create the Behavioral Health Division.</p>		<p>A workgroup completed all necessary planning and communication work necessary to enable the successful 2023 budgeting for the new or modified Divisions. Division Administrators have been hired for BH and DAS Divisions. Staff understand what Division they will be in administratively when the payroll changes take effect at the start of 2023.</p>
<p>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.</p>		<p>The Resource Directory was published in early 2022 on DCInet for DCDHS staff. An updated version will be published for 2023 in January. It is expected this will happen annually and DCDHS encourages staff to provide input and feedback to the document to increase its utility.</p>

2023 Tactics



Priority 1 - Advance racial justice

- Recognize cultural observances throughout the year by including information about the importance of the observance in the Department newsletter and encouraging attendance at various division celebrations.
- The Language Access workgroup will organize and compile policy and procedure documentation from across the Department.
- Hire and on-board a Department Language Access Coordinator to develop a Department-wide systemic approach to language accessibility policies and procedures.
- Continue racial justice learning opportunities for all staff by continuing the partnership with YWCA.
- Create and launch a network of behavioral health outpatient counseling providers to increase access and choice for underserved populations.

Priority 2 - Promote organizational culture

- By the end of Q1 2023 launch the DCDHS Peer Awards program.
- Create learning opportunities that spark growth and learning around our Vision: Next priorities, engaging staff across units and Divisions.
- Increase the accessibility of M-team members and enhance collaboration between M-team and staff by hosting in-person informal conversations over the lunch hour, at DCDHS offices across the county.
- Conceptualize work-related traumatic incident debrief process to support the physical and psychological well-being of staff involved in work-related critical incidents.

2023 Tactics (cont.)



Priority 3 - Modernize internal infrastructure

- Identify and engage with a consultant for IT system modernization review and evaluation effort, resulting in an actionable system roadmap.
- Begin to build contract compliance oversight unit to provide technical and operational support to our POS and CCS providers, with more hands-on support for small or new providers.

Priority 4 - Strengthen our partnerships

- Roll-out updated contracting software to include more efficient and user-friendly contract reporting compliance.
- Develop and implement a communication strategy to ensure partners and clients across our communities understand high-impact events effecting DCDHS in 2023, such as the Department reorganization.

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

- Develop a youth crisis stabilization model to support children with acute mental health needs to replace the Children Come First (CCF) program by July 1, 2023.
- Design an outreach strategy to prepare clients and stakeholders for programs funded by American Rescue Plan funds ending in 2023 and 2024.
- Implement a planning process for the Crisis Triage Center (CTC) which will serve the needs of the Dane County community.

Q & A & Resources



- DCDHS Strategic Plan site: <https://strategic-plan.dcdhs.com/>
- Michele Dickinson, Planning & Evaluation Manager
Dickinson.Michele@countyofdane.com