

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

2022 Tactics - Promote Organizational Culture



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.

DCDHS completed the first steps of this project through a department-wide culture survey in April 2022 which had a 73.5% response rate. Mteam reviewed and discussed the results and discovered that the <u>Vision: Next</u> strategic plan is a solid framework for culture, as are other Department plans like the <u>Equity Plan</u>. M-team has refocused on how they work together to demonstrate the values and behaviors we hope to see across the Department.

Create planning committee and complete necessary planning and policy work by the end of 2022 to implement a peer awards program. The Peer Awards workgroup began their work in May 2022. The Peer awards program will launch in the first quarter of 2023.

2022 Tactics - Modernize Internal Infrastructure

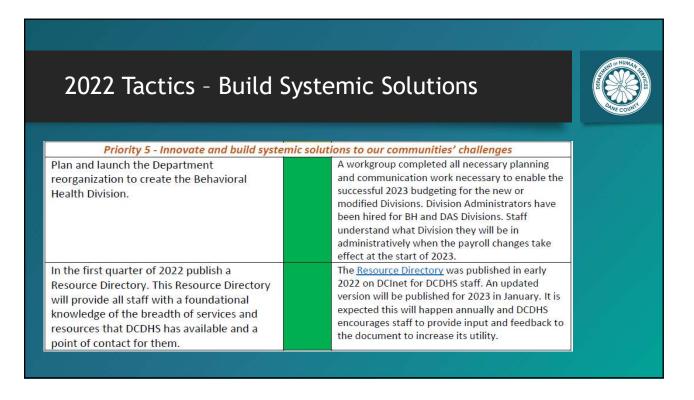


Priority 3 - Modernize internal infrastructure

Define the scope for an RFP to engage an external consultant to evaluate state of overall DCDHS IT infrastructure.	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.
Select an external IT Consultant for this engagement.	Top candidates are currently under evaluation for selection for this engagement.
Hire a Communications Manager to enhance internal and external communication infrastructure.	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

2022 Tactics - Strengthen our Partnerships Priority 4 - Strengthen our partnerships Examine potential tools to measure the This tactic was not prioritized in the course of strength of partnerships and actions to 2022 because of other competing needs and the Department's leadership change. increase the strength and effectiveness of partnerships. DCDHS announced that we were working toward By fourth quarter 2022 launch "lunch and this in early 2022 at the POS Leadership meeting. learn" virtual meetings for staff and partners We learned there was not as much interest as we to talk about programs and services offered. 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.



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