



## DCDHS Vision: Next 2021-2026

### 2021 Tactics

The Department outlined 12 tactics for 2021 to advance the priorities described in the [Vision: Next 2021-2026](#) strategic plan. This report provides a status of each of those tactics, as of late-December 2021.

<i>Tactic</i>	<i>Status</i>	<i>Comments/Discussion</i>
<b>Priority 1 - Advance racial justice</b>		
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. <sup>1</sup>		DCDHS is excited to release available 2020 and 2021 data to the public and DCDHS staff, which can be found on the Department's <a href="#">Reports</a> page under the header "DCDHS Staffing"
<b>Priority 2 - Promote organizational culture</b>		
Develop and launch employee workgroups to make recommendations on 2022 strategic priority tactics and to monitor achievement of the 2021 tactics.		<a href="#">Strategic Tactic Teams</a> (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.

<sup>1</sup> This tactic was not originally written in the Vision: Next 2021-2026 2021 Tactic list in Appendix H. It was added early in 2021 once it was determined necessary data and staff capacity would enable this work.

<b>Priority 3 - Modernize internal infrastructure</b>		
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.
<b>Priority 4 - Strengthen our partnerships</b>		
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.
<b>Priority 5 - Innovate and build systemic solutions to our communities' challenges</b>		
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 <a href="#">Implementation Report</a> 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.